

# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CXIX, No. 3 NEW YORK, APRIL 20, 1922

10c A COPY

B. A. I. S. 1919 with  
N. W. Ayer & Son



## Light for Illusions

PEOPLE used to be afraid of eclipses; they burned unfortunate old women for witches; tomatoes were thought to be poison—all fruits of fear, ignorance, prejudice.

Dark age stuff? Not entirely! Prejudice is still on the job in many forms. For instance—it was discovered that coffee sales did not increase as it was right and reasonable to expect. Prejudice was the resistance—so—"The Joint Coffee Trade Publicity Committee" representing the Brazilian growers and American distributors was formed for the purpose of dispelling ignorance about and prejudice against coffee. Advertising Headquarters was called in to help.

Three years' work finds coffee consumption in the United States increased more than 300 million pounds per year. Coffee imports in 1921 increased 44 million pounds.

The Government of the great coffee-growing state of Sao Paulo, Brazil, to help the planters raise their share of the publicity fund, has renewed the coffee tax law and doubled the tax per bag.

As stewards of this advertising investment we are proud of the account rendered.

## N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK  
BOSTON

PHILADELPHIA

CLEVELAND  
CHICAGO



## *New York City* **Forward—MARCH!**

**I**NTERBOROUGH traffic last year totaled more than 178 rides for every man, woman and child in New York City.

Every New Yorker, practically, uses the Interborough some of the time and most of them use it all of the time. The whole city is influenced by Interborough car cards and posters.

Through these compelling displays advertisers are reaching and *selling* the majority of New York's active, earning population.

**INTERBOROUGH SUBWAY AND  
ELEVATED ADVERTISING**

*Controlled by*

**ARTEMAS WARD, INC.**

50 Union Square, New York City

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# PRINTERS' INK

*Registered U. S. Patent Office*

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VOL. CXIX

NEW YORK, APRIL 20, 1922

No. 3

## What Shall the Selling Price Be?

New and Untouched Markets Can Be Reached When Price Is Brought into Proper Relation to the Consumer's Pocketbook

By William R. Basset

President, Miller, Franklin, Basset & Co.

IT is well, occasionally, to remind ourselves that the American market consists of some 105,000,000 people. Of these a million, maybe, are exclusive enough to buy an article merely because it is high in price and therefore beyond the reach of most. There are a few millions more whose inferiority complexes make them submit to the table-pounding type of salesman, and be shamed into buying what they don't want by the supercilious retail clerk. All together, these exceptions do not make a market on which a largely successful and stable business can be built.

But there is left, somewhat more than a hundred million people to whom the most compelling sales argument is price—low price. Of course, they must be told of the low price, and convinced that low price does not necessarily imply poor quality. By low price I mean one low for a given quality. It may mean a large tube of a good tooth paste at fifteen cents or a de luxe automobile at \$2,000.

Every business man knows from experience that cutting a price attracts sales as nothing else will. The trouble is that usually the business man cuts prices only as bait; or, in bad times, with the lack of intelligence typical of the panic-stricken. The run of business men fail to deduce from their experience that a permanent policy of low price would eliminate many of their selling problems.

Although the majority of manufacturers agree with the abstract proposition that charging all the traffic will bear is poor policy on practical as well as on ethical grounds, they in their own affairs continue to twist and squirm to get as wide a margin as possible. The fallacy lies in the fact that the man who tries to get all the traffic will bear is actually charging more than a lot of the possible buyers will pay. In that way he is shutting himself off from markets that even at a much lower margin of profit might give him many times the return on a given capital.

Then there is the readily accepted but little applied fact that wide margins invite competition—and even infringement on patent monopolies. Competition raises selling costs and infringement brings costs of prosecution which might well be considered a cost of selling, since it is caused by unsound selling policy.

I was once called in to advise on the policies of a concern about to start manufacturing a new food product. The capital available was \$1,000,000 and a market survey indicated that annual sales of about \$4,000,000 could be expected. Since the product had no direct competition from products of the same kind, it was possible to set a price that would return as high as 10 per cent net on the sales. Such profits were sure to attract competition and imitation. So it was decided to be satisfied

with 3 per cent net on the selling price, which would give a reasonably certain and undisputed 12 per cent on the capital year in and year out.

That, we knew, would discourage competition, for the profits were not so large as to look "soft." Even though competition should appear, we had little fear of it, for to work on so narrow a margin demands a careful watchfulness and attention to every detail of production and selling that most men are disinclined to give. The results over more than ten years have borne out the prophecy. The two competitors who tried to cut into the game found that to buck the original concern required a selling expense that more than ate up the 3 per cent margin of profit. Had the margin been 10 per cent, they and many others could probably have survived after a fashion.

Any advertising man knows that late comers in a field have to spend thousands of dollars in advertising and selling effort to get the same results that the pioneer got with hundreds.

The production costs of the first few years are also very high. There are the costs of organizing the business; the money that is wasted in salaries of executives who prove incapable; the costs of moving into a factory; and above all the high manufacturing costs that follow under-capacity operations. The toddling infant industry stumbles and hesitates—and the costs invariably are high for the first three or four years. Many pioneer concerns do not survive. Add to these troubles the high selling costs necessitated by well-intrenched competition which is content with a modest profit margin, and the new concern has a mighty slim chance to live through the initial period of heavy losses.

There is a story of a man with a patented process of extracting a certain product from petroleum, who for years used his patents as an excuse for a selling price which, although not unreasonable for a patented product, gave an unsafe margin of profit. He

was, in consequence, constantly under the expense of fighting infringements in the courts, until, largely to be rid of his litigation troubles, he sold the business to the Standard Oil interests. They cut the price of the product approximately in half and, to make this price possible, studied to improve the manufacturing processes. Needless to say, the business came to them in volume and competition dropped out, for the infringers were not willing to take chances when the easy money of wide margins disappeared.

Several years ago, I was called in consultation by the manufacturer of a product used in factories. Let us say that it was steam packing, for the trade conditions were similar to those in that industry. Tests showed that this product—which was made of a material never before used for the purpose—was superior to any on the market. The management had—as it thought—cashed in on this superiority by charging a proportionately greater price.

Actually, this policy had, in effect, tossed overboard an advantage that might have been used to make selling easy and inexpensive. It was one of the not uncommon cases where the best product costs no more to make than the inferior ones. Because the selling price directly reflected the quality, the selling effort required was at least as great as for the inferior goods. Purchasing agents balanced not only the qualities but the prices of the different grades and personal salesmanship of a high order was needed to swing the balance in favor of the high-priced product.

#### LESS INTENSIVE SELLING REQUIRED

A study of the trade customs, attitude of buyers and especially of the manufacturing costs showed that if the selling price were made about the same as that of the inferior grades, and properly advertised, purchasing agents would be forced by the plant engineer to buy this manufacturer's packing. Personal salesmanship would be little needed.

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BLUE  
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BRAND

*Almond  
Recipes*  
for the well  
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The advertising for Blue Diamond Brand  
Almonds is prepared by this agency

THE H.K. McCANN COMPANY  
*Advertising*  
NEW YORK CLEVELAND SAN FRANCISCO TORONTO

TRUTH  
WELL  
TOLD

The cost of production was at that time just about equal to the proposed new selling price, so that there would be no margin of profit.

However, a market study showed that the lower selling price should at least quadruple the amount of the product sold. With this new figure for probable production, we studied the factory and with the aid of departmental analyses of overhead expense, found that with the increased production, each pound of packing would have to carry only one-third as much overhead. In other words, the overhead expenses of the plant would not increase in proportion to increases of production. That saving in manufacturing overhead would in itself give a gross profit sufficient to cover the reduced cost of selling (due to the lower price) and leave a satisfactory net profit.

The solution of the problem seemed obvious. But the owners were conservative men constitutionally opposed to revolution even in their business policies. So they tried the half-way method of cutting their price to just a trifle under that of their next competitor in quality. Volume increased somewhat, but their selling expense was negligibly affected. They still had to sell hard.

After a year or so, they decided to go the whole way, with just the results we had anticipated. Little by little, their competitors became feebler and they now are in practically complete control of their market. They follow that most logical but rarest of all policies—they base their selling price upon manufacturing costs, regardless of seeming trade advantages of quality, monopoly or location, which are commonly used as excuses for setting a high selling price.

The most shortsighted policy a manufacturer can adopt is to charge all the traffic will bear. That policy is only for the in-and-outer—the scalper—who is not trying to build a stable business; for he can and will turn from silk to foodstuffs, to copper, to gold bricks, wherever he scents

a profit. But even with their perfect mobility, with no impedimenta but an office desk, a note at the bank and perhaps some rented warehouse space, they are not always able to jump quickly enough to avoid being caught, as 1920 and 1921 showed. The man whose hostage to fortune consists of a manufacturing plant cannot so agilely jump from product to product as margins of profits change. He must look for fair profits year after year.

Let me cite an instance to show how low prices affect the cost of selling.

The item sold at.....	\$100
Manufacturing cost.....	\$40
Selling cost (using expensive specialty salesmen).....	45
Profit .....	\$15
Profit on sales.....	15%

Under a changed policy, the advertising appropriation was greatly increased, but the sales were easily closed by mail:

Selling price .....	\$60
Cost to make.....	\$40
Cost to sell.....	10
Profit .....	\$10
Profit on sales.....	16%

And the sales volume in dollars increased 44 per cent. The reduced selling price was the sales argument. It not only made the product easier to sell to the old market, but at the low price, new buying strata were reached.

I doubt if many manufacturers realize how widespread is the feeling among consumers that selling costs are unreasonably high. I know a man who wants—and can afford—a certain make of automobile which sells at about \$10,000. But he is still getting along with a low-priced car. His reason is: "I decline to pay anyone from \$2,500 to \$3,500 for the labor of handing me an order blank and of blotting my check. That is what I would be doing were I to buy that car. They don't have to sell me the car. The advertising and my personal knowledge of its performance have done that. I won't pay for their high cost of not selling some other fellow."

# The Shopping Guide of A MILLION HOUSEWIVES

Is your product listed there?

A million American homes  
have come to regard

## NEEDLECRAFT MAGAZINE

as a reliable guide not only  
for their needlework, but  
for their merchandise of  
daily consumption as well.

Needlecraft has one million  
paid-in-advance subscribers,  
and —

*"One Woman Tells Another"*



Member A. B. C.

I realize that as the automobile trade is at present organized, elaborate showrooms in choice locations are necessary and account for much of the high cost of selling. But it does not follow that the present distributive methods are the best. There are lessons that automobile manufacturers can learn from other trades.

When a business is wrongly organized, it sometimes takes a serious major operation to set it right. A major operation is always a gamble and it temporarily sets the patient back and makes him feel much worse than he did before the operation. But, if successful, he ultimately gets rid of the soreness, the ether pains and the nausea, and is in better health than ever.

#### A BOLD REDUCTION ADVOCATED

The same thing happens when a manufacturer decides to reduce his high selling cost by giving part of it to the buyer. It is seldom possible to withdraw gradually from the policy of high-cost personal salesmanship by reducing the price little by little. The reduction must be made boldly at once. It is only after the price has been radically cut and the market told of it by advertising that high-grade salesmen can be replaced by order-takers. The public will not respond instantly, and the business is apt for some time to find itself flat on its back with acute suffering in the region of the profit-and-loss account. It must be financially able to stand losses for a time. But when the temporary shock has worn off, it will be in better health than ever.

Frequently the one operation will be all that is needed. But sometimes it will be found that the knife must cut deeper and remove manufacturing wastes. This is usually possible. I could cite cases from nearly every industry where manufacturing methods have been so bettered that the cost to make has been reduced all the way from 10 to 60 per cent. And some of these reductions have been effected even in textile and paper mills, which, because production depends largely upon

the speed of machines, have been considered to be beyond the possibility of great improvement.

Then there are the tremendous possibilities of cost reduction from standardization—the possibilities of which do not get the attention they merit from manufacturers, because of a silly misconception that standardization involves putting everyone into uniform. All industry is tending toward a point where every concern will have to go into one of two classes if it is to have even a reasonable share of success. The management may properly decide that it wishes to cater to the needs or whims of individuals. In that event, it must be a clean-cut "make to order" shop. It must forego the economies which come from mass, repetitive, standardized production and look for its profits to that small class that can afford to pay for special work. I realize that certain shops like those which fabricate steel skeletons for buildings and steel bridges come under this classification, are necessary, and can hardly be said to cater to whims. But the owner of a special-order shop, whether he be a custom tailor or a steel fabricator, must expect to have a speculative business that cannot be made stable.

The other class *must* be completely organized for long runs on standardized products and must firmly decline to deviate in the slightest from its standard. A straddle is fatal. Imagine Post attempting to toast his cornflakes a delicate brown or quite crisp to suit the various and fluctuating tastes of several million breakfasters. He standardizes his product to just the shade that ought to suit everyone and they can either take it that way or eat mush. In fact, he probably goes to considerable trouble to make sure that each flake *will* be toasted just like every other one.

If you think this case too ridiculous to be a serious argument, just remember that it is an example of quantity production of a standardized product applied to a most highly individualized branch of

(Continued on page 160)

Brooklyn is  
where New  
York lives.  
The first paper  
in Brooklyn is the  
Standard Union;  
therefore it must  
be the home paper.

*R. R. Hulstien*

# Paper Industry Reports Year of Progress

At Forty-fifth Annual Convention American Paper & Pulp Association Considers Forestry Problems; Employees' Education and Better Selling

**T**HE American Paper & Pulp Association, which is an association of fifteen or more other associations of manufacturers of different kinds of paper, held its forty-fifth annual convention at the Waldorf-Astoria, New York, April 10 to 14.

George W. Sisson, Jr., chairman of the Forestry Committee, said in his report:

"Distinct gains have been achieved in the past year in the campaign of the American paper industry for forestry legislation that will help to provide a continuous supply of the raw material that this and other industries require if they are to continue in operation. Paper manufacturers are leading the nation today in the actual reforestation of the cut-over lands, and there are so many foresters employed for this purpose in this country that they have a special section of the American Paper and Pulp Association to discuss forestry problems as they pertain to pulp wood production."

George E. Williamson, president of the Technical Association of the A. P. & P. A., said that paper mills in five States are preparing to establish classes to train their employees for promotion and that preliminary instruction in some of the mills is already under way. The demand for technical education by the employees in America's paper mills, according to Mr. Williamson, has exhausted the first edition of the first of the five volumes of textbooks prepared for mill workers at a cost of more than \$40,000 to the paper manufacturers.

Professor Harry R. Wellman of the Department of Marketing of the Amos Tuck School of Dartmouth College—a speaker before the convention told the delegates that present marketing methods in the paper industry are archaic in

the extreme while the mill machinery is most modern. "I firmly believe," said Professor Wellman, "that there is business enough in this country to keep every mill running, but the need is new uses, not new brands of paper."

President Raybold in his annual address said the actual losses sustained by the mills through the decline in value of basic raw materials bought by mills at times of high prices and converted and sold in finished form in a period of depression and activity have been staggering. He said further:

"It is no exaggeration to say that the losses sustained by the manufacturers on pulp wood alone are \$35,000,000 for the year of depression. The losses on pulp have also been tremendous, many believing the figure would approximate the losses on pulp wood. If this is true the paper industry has taken a loss of \$70,000,00 in its wood and pulp alone in a single year. Such a loss is the best evidence that the manufacturer has liquidated and is ready for increased business, for a new start toward prosperity."

"Our industry has thoroughly liquidated both as to costs and selling prices. Stocks are low in the hands of merchants, printers and the public. The mills at present are receiving orders at the rate of fully 75 per cent of normal, all of which is being consumed. A small movement all along the line to build up stocks would soon put the mills on a hundred per cent basis."

Paper prices have stabilized and are now on the upward trend, Lawrence H. Sloan of the Standard Statistics Service, told paper salesmen at their meeting during the convention. He urged salesmen to spread the news that the upward surge of prices has begun.



# Who read The Youth's Companion?

All the Family read it — men,  
women, young people.

How do we know?

Because we went to the trouble  
and expense of making a system-  
atic canvass, and the results of that  
canvass show that in the homes  
to which The Companion goes—

**84.3% of the Men read it**  
**90.6% of the Women read it**  
**77.4% of the Young People read it**

\*\*\*\*\*  
**THE YOUTH'S COMPANION**

**Boston, Massachusetts**

New York Office: 1701 Flatiron Bldg.

Chicago Office: 122 So. Michigan Bldg.

The entire slate of officers was re-elected, as follows: W. J. Raybold, of the B. D. Rising Paper Co., Housatonic, Mass., president; Henry W. Stokes, York Haven Paper Co., Philadelphia, Eastern vice-president; Arthur L. Pratt, Allied Paper Mills, Kalamazoo, Mich., Western vice-president; Colonel W. E. Haskell, International Paper Company, New York, Louis Bloch, Crown-Willamette Paper Company, San Francisco, Sidney Mitchell, United Paper Board Company, Long Island City, vice-presidents at large. Dr. Hugh P. Baker was re-elected secretary-treasurer.

### Baker's Publications Will Consolidate

The American Trade Publishing Company, of New York, publisher of *Bakers Weekly*, has purchased *The National Baker*, of Philadelphia, and will consolidate it with *Bakers Weekly* about July 1.

*The National Baker* was established in 1897, and has been under the management of B. F. Whitecar, who will join the *Bakers Weekly* organization as associate editor, with headquarters in Philadelphia.

### R. L. Watkins Co.

#### Appointment

William Schlosser has resigned as advertising manager of the West Disinfecting Company, New York, effective May 1. On that day he will become director of sales and promotion for the R. L. Watkins Company, New York and Cleveland, maker of "Mulsified Coconut Oil Shampoo" and other products.

H. W. Brokenshaw succeeds Mr. Schlosser at the West company.

### Columbia Graphophone Account for N. W. Ayer & Son

H. L. Willson, president of the Columbia Graphophone Manufacturing Company, informs *PRINTERS' INK* that the advertising account of the Columbia Graphophone Company has been placed with N. W. Ayer & Son, effective July 1.

### Standard Motor Car Appoints Snodgrass & Gayness

The Standard Motor Car Co., Pittsburgh, has placed its advertising account with Snodgrass & Gayness, Inc., New York.

### Covers Detroit Territory for "Cosmopolitan"

F. A. Ewald, of the Western office of *Cosmopolitan*, is covering the Detroit territory for that publication.

### National Newspapers, Inc., Appoints Einar F. Meyer

The National Newspapers, Inc., has appointed Einar F. Meyer as general manager. The National Newspapers, Inc., has been formed as the selling organization of the *National Newspaper Weekly*, a Sunday magazine section in color of eighteen newspapers. These newspapers are: *Atlanta Constitution*, *Boston Post*, *Buffalo Courier*, *Chicago Tribune*, *Cincinnati Enquirer*, *Cleveland Plain Dealer*, *Detroit News*, *Fort Worth Star-Telegram*, *Minneapolis Journal*, *New Orleans Item*, *New York World*, *Oakland Tribune*, *Philadelphia Inquirer*, *Pittsburgh Post*, *San Francisco Chronicle*, *Seattle Times*, *St. Louis Post-Dispatch* and *St. Paul Pioneer Press*. This new organization has elected C. B. Blethen, *Seattle Times*, president; S. E. Thomason, *Chicago Tribune*, vice-president, and Henry Varian, *New York World*, treasurer.

Mr. Meyer, who becomes general manager, was president of the Meyer-Brann Company, color advertising, was with Ruggles & Brainard, color advertising, and for thirteen years was advertising manager of *Everybody's Magazine*.

M. A. Bergfeld, who for four years was Eastern manager of the *Chicago American*, advertising director of the *Chicago Herald* (now the *Herald and Examiner*), and who has been with Ruggles & Brainard, has been appointed assistant to Mr. Meyer.

A Chicago office will be opened and later a San Francisco office will be established. Plans for offices in other cities are being considered.

### New Advertising Manager with Pepsodent Company

Harlow P. Roberts has been appointed advertising manager of The Pepsodent Company, Chicago, manufacturer of dental cream. He was formerly advertising manager of the Emerson-Brantingham Company, Rockford, Ill., manufacturer of tractors and farm machinery. Mr. Roberts succeeds Wrisley Oleson, who is now secretary of the Allen B. Wrisley Soap Company, Chicago.

### Sales Manager of Burroughs Adding Machine Co.

L. V. Britt has been appointed sales manager of the Burroughs Adding Machine Company, Detroit. For the last year he has been assistant sales manager and before that he had been a salesman and executive in several branch offices of the Burroughs company.

### E. T. Meredith to Have Another Publication

E. T. Meredith, publisher of *Successful Farming*, Des Moines, Ia., is to publish a second publication, *Fruit, Garden & Home*, to be devoted to the production of fruit and vegetables and their preservation and preparation for use in the home.



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90,0 Daily

NEW



## To Advertisers — of — Men's Clothing

### Wanted! Good Clothes for the Other Half!

You see two men on the street or at the ball game. One of them reads the so-called "largest" paper in his town. His companion reads the other newspaper with about 10% less circulation.

Can you tell which is which? They look similar, they act alike and wear about the same grade of clothing.

On what basis then do certain manufacturers of men's clothing persist in using only the same "one-paper" lists year after year? Four, five or six manufacturers competing in one paper only for about one-half of a city's market and totally ignoring the fruitful field available for the asking as represented by the other half.

Buffalo is a "two-paper" city and emphatically an *Evening* paper city.

Recently a canvass was made of thirty Packard owners. They were asked the relative amount of time they devoted to morning and evening newspapers. Four declared in favor of morning editions, nine divided their time *equally* and seventeen paid more attention to *evening* newspapers — seven of them being most emphatic on this point.

*And twenty-two (22) out of the Thirty Packard owners read the Buffalo Evening Times.*

The Buffalo Evening Times today at its rate and with its circulation of over 90,000 is Buffalo's best buy for manufacturers of men's clothing. It carries the copy of ALL the retailers. What about it, Mr. Manufacturer? It is up to you.

90,000  
Daily

**BUFFALO TIMES**

110,000  
Sunday

VERREE & CONKLIN, INC.

NEW YORK

CHICAGO

DETROIT

SAN FRANCISCO

# Collier's

THE NATIONAL WEEKLY

2¢ a copy

## In Collier's for April 22:

COMPLETELY INDISPENSABLE  
By Richard Washburn Child

WHAT IS AHEAD IN TRANSPORTATION  
By Gustav Lindenthal

ON TIPTOE  
By Stewart Edward White

HEY, RUBE!  
By Edward H. Smith

THE DOUBLIN' BANK  
By Olive McClintic Johnson

DOWN BUT NOT OUT  
By Alma and Pal Ellerbe

UNCLE HENRY  
On a Big Man's Adventures with  
a Hand-Forged Job

### EDITORIALS

In the Heart of a Boy

A Danish Fable

Would You Have Time?

A Heavy Ounce

Two Good Books

Looking Forward

Suppose You Couldn't Walk?

A Duty

CARTOON by J. N. DARLING

The cost of living, the cost of doing business, is influenced by cost of transportation.

Few men are better qualified to write about transportation problems and the way to overcome them than Gustav Lindenthal, world-famous engineer who has designed a great bridge to be built across the Hudson River at New York.

"What Is Ahead in Transportation," by Mr. Lindenthal, appears in Collier's for April 22.

**Collier's**  
THE NATIONAL WEEKLY

## Broadcast Your Product with Baltimore Distribution

**B**ALTIMORE'S geographical location and superior transportation facilities centralize here the great wholesale buying strength from an area of nineteen states, bringing to this city thousands of merchant customers to visit the various great wholesale houses like that of Treide & Sons.

The national manufacturer who recognizes the broadcasting value that popularity for his product in this city will have throughout this whole area through contact with this merchant buyer, will want to lose no time in establishing his goods in the great wholesale and retail markets of Baltimore.

Newspaper advertising is, of course, one of his big problems and in Baltimore is very happily met by the combined strength of the **NEWS** and **AMERICAN**.

Here we have these two distinctive papers—each with a proud record of achievement attained under the keen spur of competition—maintained now under separate organizations, but working together with one great idea in common: to speak with a voice so honestly convincing and so dependable in every way that no one in this vast audience in and near Baltimore will fail to hear a single word of their great messages.

The fact that practically every worth-while home in Baltimore and close vicinity is reached by the **NEWS** or the **AMERICAN**—one paper or the other—every day is splendid proof of the influence of these two papers and their consequent value to advertisers.

*With a combined circulation around 180,000, the rate is 30 cents daily for 1,000 lines or more, Sunday 35 cents; Sunday American Rotogravure, 35 cents per line flat.*

## THE BALTIMORE NEWS

Evening, Daily And Sunday.

## The Baltimore American

Morning, Daily And Sunday.



DAN A. CARROLL  
Eastern Representative  
150 Nassau Street  
New York

*Have a web*  
Advertising Manager

J. E. LUTZ  
Western Representative  
Tower Bldg.  
Chicago



The business of Treide & Sons was founded in 1869 by George C. and Henry Treide.

Specializing in hosiery, underwear, knit goods, notions, etc., this great wholesale concern carries 5000 accounts with firms in various parts of this section of the United States.

The business is now conducted by George C. and Henry E. Treide.

# Marketing a Wholly Different Food Product through Grocers

Certo Is Put into Distribution Rapidly by Local Advertising and Intensive Sales Work

By Roland Cole

NOTHING is so interesting to the experienced sales executive as marketing a new product, particularly if the undertaking is confronted with difficulties.

Late in the spring of 1921, the Pectin Sales Co., Inc., of Rochester, N. Y., brought out a new food product called Certo. It is put up in eight-ounce bottles and sells for thirty-five cents, retail. The label on the bottle reads, "Certo (Surejell) Reg. U. S. Patent Office. Concentrated Fruit Pectin." A descriptive folder and recipe book that goes with it says that Certo "makes perfect jams and jellies, without boiling away the flavor."

Before the company put Certo on the market in package form and began selling it to housekeepers and the consuming public generally, it sold the product in bulk to manufacturers of jams and jellies.

It is only necessary to say that Certo is a new food product to make it clear at once to the reader that putting it on the market is going to be difficult. Why? Because the retail grocery store is the obvious and regular place to put such an article on sale and it is not exactly as easy to convince a wholesale grocer or jobber that a new product is going to be as successful as Christmas right from the start; and the manufacturer, in order to prove to the wholesaler that his product is as good as he says it is, must call on the retailer and somehow, some way, get him to buy it. And, of course, there are only about 350,000 retail grocers in the United States.

However, there are several ways to get distribution for a new product like Certo. It can be advertised nationally in advance of distribution in order to speed up the latter process—in other words, dealer and consumer ac-

ceptance can be created for it just about the time the sales force launches its concerted drive. That scheme has worked in many notable instances. Such a plan would be quite simple in some field like that of phonographs, where the wholesale distributors are in the neighborhood of a hundred, and the number of retail dealers are 10,000 or less. In the grocery field, however, there are almost 6,000 wholesalers.

Another plan is to start national advertising without much attempt at distribution—taking orders from dealers and consumers by mail, and using consumers' orders to help sell dealers in the localities from which such orders are received. Under this plan, distribution is slower. It is also more widely scattered. However, it is a framework for the sales department to work on, filling in the gaps, section by section.

## DEALERS IN HOME CITY SOLD FIRST

When Certo was ready for the market the company decided to get distribution in one locality at a time and to get it thoroughly. The first local campaign was therefore launched in Rochester and so completely was the city covered that by the end of May, 200,000 bottles had been sold. The population of Rochester is about 300,000, or 60,000 families. The amount of Certo sold, consequently, amounted to something like three and a third bottles per family.

Other New York State cities followed Rochester. One hundred and five days after the initial campaign was launched, the company had sold one million bottles of Certo in the territory covered, which was practically all of New York State (except New York City), and Pittsburgh.

How was it done so quickly and so efficiently?

Through newspaper advertising plus a service rendered by the advertising departments of the newspapers; and sales work with the retailer of an unusual kind.

Said F. A. Hughes, in charge of the company's advertising campaign:

"Whenever we entered a city we went over our advertising plans

chants who did not have it and had not heard of it. To bridge this gap, we arranged to place the names and addresses of merchants who purchased Certo with the advertising departments of the newspapers immediately upon taking the order from the merchant. Thus, in case a woman asked for Certo, and could not get it, she would be apt to call up the newspaper in which she saw the advertisement and ask where Certo could be purchased.

"The co-operation supplied by the newspapers in this way greatly facilitated our sales work. Not only did the advertising department of each paper keep an accurate list of merchants' names and addresses and supply these names promptly to inquirers, but many times they called up merchants who did not carry Certo in stock and told them about it and that inquiries for it had been received from women in that merchant's vicinity."

What is Certo, anyway? According to some of the company's advertisements, it is Mother Nature's "jelly-maker." It is a liquid, which when poured into a kettle with crushed fruit and sugar in process of cooking for jam or jelly, shortens the cooking time, avoids boiling away the fruit juice, saves the color and flavor, and as near as we can make out, always produces good jam and jelly in less time and larger quantity than the usual way of doing it.

What Certo actually is the advertisements purposely do not say, except that it is pure, contains no gelatin or preservative, and is the concentrated jellyfying property of fruit itself. That doesn't help much, but the dictionary says that pectin is "a white amorphous compound contained in various fleshy fruits, as apples and pears, and believed to be derived from pectose by the action of acids," while pectose, continues the dictionary, is "an insoluble compound in unripe fleshy fruits that is

## Make Grape Jelly in April!

New, Wonderful Certo Process has Revolutionized every Tradition of Jelly-Making. Anyone can now make Jam or Jelly any time from any Fruit or Fruit Juice—Fresh, Dried, Canned or Bottled.

Jelly-time is now all year. You no longer need to wait for the season of fresh fruits to make delicious jams and jellies. By the new Certo Process, you can make them any time, of the year—of bottled fruit juices, of canned and dried fruits or of fresh fruits.

Certo is Nature's own jelly-making formula for the home-maker's use—made in the U.S.A.

It contains no gelatin or preservative. It is a pure fruit product—the concentrated essence of that delicious liquid in varying and variable quantities in many fruit juices which make the "jelly."

**CERTO**  
(Sure-Jelly)  
"Mother Nature's pure natural jelly-maker!"



Certo "Jelly" Any Fruit Juice  
Certo has changed the art of "jelly-making" in America. It has made it so simple that even a child can make it. It is so pure that it contains no gelatin or preservative. It is a pure fruit product—the concentrated essence of that delicious liquid in varying and variable quantities in many fruit juices which make the "jelly."



CURRENT COPY AIMS AT ESTABLISHMENT OF ALL-YEAR MARKET

with the local newspapers in advance of the campaign in order to enlist their co-operation. Because of the rapidity with which our crews worked and the fact that we wanted our advertisements to appear simultaneously with our sales work, it was not possible for us to list the names of local dealers in our advertisements. We left the reader of our advertisement to infer, therefore, that Certo could be purchased at any local grocer's, and then we endeavored to call on every grocer and secure his order.

"There were bound to be instances where people would ask for Certo at the stores of mer-

transformed by the influence of acids into pectin." Which we hope is now clear to everybody.

#### DEALER HAD TO BE CONVINCED

Perhaps the reader will sympathize with the intelligent buyer of a large wholesale grocery house in Boston when the sales manager of the Pectin Sales Company called on him recently and described Certo and what it would do.

Said the buyer after listening to the story in silence: "You're either a liar or you're crazy." Buyers are sometimes skeptical of statements made by salesmen, it would seem.

But the Certo sales manager stepped up close to this buyer, looked him hard in the eye, and said: "That remark of yours is going to cost you fifteen minutes of your time in your private office while I give you a demonstration." And he followed the buyer right into his office, pulled up a chair and sat down beside him.

Fortunately the sales manager had prepared himself in advance for the interview. He took from his grip a small portable heating outfit, an aluminum pan, a split of grapejuice, a quantity of sugar and a bottle of Certo. In a few minutes the grapejuice and sugar came to a boil. After it had boiled for a minute, a quantity of Certo was added, and the mixture was allowed to cool. As it cooled it hardened into jelly. The buyer tasted it and admitted it was every thing the sales manager had claimed for it. When the latter left that private office he carried with him an order for a hundred cases of Certo.

Let a salesman go into the store of a retail grocer and describe Certo and it sounds unique. It is one of those products that is more or less revolutionary. It does not listen well in the telling. It sounds like Sanskrit. It is not so long ago that housekeepers smiled at the claims made for Lux and Twink and Jigtime—until they tried these products.

Every Certo salesman, therefore, carried with him a compact little outfit consisting of a Sterno heating unit and an aluminum

pan. He could approach the retailer as the sales manager did in the incident just recited, and try to get himself jeered or hooted at. Or he could walk into the store during a busy period of the day, await his turn like a customer, buy a small quantity of granulated sugar, a bottle of grapejuice or a can of pineapple, move along the counter a little way so as to keep within sight of the merchant and whatever customers might be there, and stage his demonstration.

The latter method invariably proved effective. No one who sees the demonstration can fail to be impressed, the storekeeper as well as his customers. After the grapejuice has become grape jelly the salesman immediately passes it about to be tasted while he explains what Certo is and what can be done with it. Most every woman knows how long it takes to make jam or jelly. It is generally a time-consuming process, fraught with various hazards. A demonstration of Certo is something new, and sales were frequently made to a merchant's customers right on the spot.

A study of the advertising campaign reveals a considerable amount of merchandising ingenuity on the part of the Certo company. Moreover, the plan of extending distribution city by city with the aid of local advertising enabled the company to adapt the use of the product to the fresh-fruit seasons of each locality. Strawberries, raspberries, blackberries, peaches, pears and all the rest, do not reach the local markets at a specific time in all the cities of the country. In the spring there may be strawberries in Pittsburgh long before they have them in Rochester.

#### IN STEP WITH ADVANCING CITIES

The company obtains from the commission merchants of a city information about what fruits are on the market and then the advertising is ready to start. The newspaper copy can then be definite, and talk a language every housekeeper will understand, as, for example:

"Home-grown strawberries are now plentiful at a low price, sugar is cheap and Elmira housewives are putting up strawberry jam as never before." Then after describing what Certo will do, directions for use are given.

Among the most effective advertisements in the series were the single-column "readers," of which a great many kinds were used. Those which seemed to attract the most attention were ones bearing a "how to" caption such as "How to Make Real Peach Jelly" or "How to Make Grape Jelly."

All advertisements carried recipes. One very effective feature of some of the advertisements was the comparison, entitled "Certo Process" and "Old Method," under which appeared the length of time and ingredients required to make jams and jellies with Certo and without, and a comparison of costs.

Certo was placed on the market late in May last year and was advertised extensively in connection with the putting up of fresh fruits. In fact, it followed the fresh-fruit season through from beginning to end in some territory. With the coming of fall and winter and the disappearance of fresh fruits from the market, it became necessary to show the dealer and the housekeeper how to use Certo in connection with dried and canned fruits and bottled fruit juices. This had advantages all around the circle. Not only did it mean that such use of Certo would make it an all-year-round product, a desirable thing from the manufacturer's point of view, but that women need not do all their jelly-making during the summer: they could do a lot of it in the winter and get excellent jam and jelly from canned pineapple, cherries, peaches, etc.; from all dried fruits; or from bottled grape juice or loganberry. But, of still more value from a merchandising standpoint, the retail merchant would see in Certo a sales aid in moving his stock of dried and canned fruits and bottled juices.

New copy was immediately prepared, though it would be

truer to say the new copy constituted a new campaign. An illustration of a woman pouring the contents of a bottle of Certo into a preserving kettle appears at the top of one of the advertisements, while down the side are arranged pictures of various canned and dried fruits. The Certo company has done quite an unusual thing in using illustrations of advertised brands in their advertisements, which has resulted in excellent co-operation by the makers of these brands. The heading reads, "How to Make Jam and Jelly in Winter Time." A few sample recipes are given in the advertisement.

#### ADVERTISING IS ONE OF REASONS FOR GOOD DISTRIBUTION

The company feels its success in securing almost 100 per cent distribution on Certo in practically every territory entered up to the present time is due to three things: First, the fact that the product is something entirely new and possesses extraordinary qualities. Second, every community entered has been made the subject of individual study and treatment. Third, newspaper advertising of a novel character has been used and special merchandising co-operation secured from the publishers.

In view of the fact that Certo is very young as an advertised product—being less than a year old—it has nothing to be ashamed of in the results so far accomplished. Distribution is now established in the territory extending from Chicago to Boston. Sales crews have recently opened Texas and other Southern States east to Florida and are working north ahead of strawberry time. Pacific Coast States are being handled by local representatives. Complete national distribution is expected by September. National mediums are also being used this year.

As far as the history of Certo can be written at present it has been written in this article. There will be more to tell later. What has been done is full of suggestion to other advertisers of new products.

***"The more sales you expose yourself to the more sales you will make."***

PRINTERS' INK.

In Philadelphia you can make quick connection with the vast army of consumers who are reached by the half-million daily circulation of The Bulletin.

Few markets in the country offer such an ideal and economical opportunity for reaching out for increased business.

## Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

# The Bulletin

**The circulation of The Bulletin is one of the largest in America.**



Net paid daily average circulation for March 502,354 copies a day.

*No prize contests or other artificial methods of stimulating circulation are used by The Bulletin.*

**New York**—Dan A. Carroll, 150 Nassau St.

**Chicago**—Verree & Conklin, Inc., 28 East Jackson Blvd.

**Detroit**—C. L. Weaver, Verree & Conklin, Inc., 117 Lafayette Blvd.

**San Francisco**—Allen Hofman, Verree & Conklin, Inc., 681 Market St.

**London**—125 Pall Mall, S.W. 1.

**Paris**—5 rue Lamartine, (9).

(Copyright, 1922—Bulletin Company)

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# The Test of a Publication

*From an advertiser's standpoint the circulation of a magazine has three dimensions:*

*First—* How many copies? Five million copies of Curtis Publications enter American homes.

*Second—* Who receive them? Discriminating people in every city and hamlet. People who are able and willing to pay the regular price for Curtis Publications regardless of other offers.

*Third—* The third dimension of circulation of a periodical is Attention Value—Attention given to its literary and its advertising pages.

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THE CURTIS PUBLISHING COMPANY

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A periodical received but not read can impart no value through its advertising pages; one which is read only casually can exert little influence in building markets.

Curtis Publications, by the character of their editorial appeal and by the sincerity of their purpose, have won their way into the confidence of their readers.

Every issue challenges its readers' attention.

Every issue presents a unique opportunity to obtain, through its advertising pages, thoughtful consideration for worthy products.

### The Circulation of Curtis Publications— 5,000,000 Copies

The Saturday Evening Post	2,225,000
The Ladies' Home Journal	1,925,000
The Country Gentleman	850,000
Total Curtis Publications	5,000,000

*(February Issues)*

Curtis Circulation covers virtually every city, town and hamlet in the country, and it reaches that class in each community which has a determining influence on the sale of merchandise.

*The Saturday Evening Post*  
*The Ladies' Home Journal*  
*The Country Gentleman*

**PHILADELPHIA, PENNSYLVANIA**

# "Tell Me What You Read"

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Fact or fiction, books mold thought and thought the world. What is the mental food of to-day, of which to-morrow's thought will be formed?

"Tell me what you read and I'll tell you what you are," is a worthy paraphrase of an old saying. News of the book world, the world of thinkers, dreamers, poets, scientists—the world of ideas. That is what its readers find in The Daily News Book Page—and that is why Wednesday in Chicago is popularly known as "Book Page Day."

**The Wednesday Book Page**  
**OF**  
**THE CHICAGO DAILY NEWS**  
**First in Chicago**

# How to Obtain Dependable Business Research

The Research Man's Requirements and Four Ways to Test the Validity of Conclusions

By Ernest S. Bradford

THE value and importance of the facts obtained by a systematic and scientific study of market conditions (under the general head of commercial research) has repeatedly been demonstrated. Several instances from actual experience were given in an article in *PRINTERS' INK* of March 16, 1922. Once convinced of the necessity for such facts, however, the executive is faced by certain intensely practical questions. How and where can systematic and scientific work of this character be obtained? And how can he assure himself that the facts and conclusions presented are genuine and authoritative? In other words, shall he establish a research department of his own, or employ an outside organization; and how much reliance can be placed upon the result after it is actually obtained?

The first requirement for an intelligent answer to those questions is a clear understanding on the part of the executive himself as to what he expects from market research. It is the man who anticipates "wonderful results" without any definite notion as to what they are likely to be who is most often disappointed with what his research man presents to him, or is deluded by counterfeit facts and half-baked conclusions. The clearer one's grasp is as to exactly what facts are required, and why they are required, the better he is able to make practical use of them, and to check their accuracy. This will become clearer as we go on.

It can be stated without danger of contradiction that the great majority of those who have been disappointed in the results of market research have reached that conclusion for one of three reasons: (1) They have lacked a

definite plan or purpose and have been merely collecting "information" in a desultory fashion; (2) they have failed to educate the sales force and others to make intelligent use of the facts and conclusions that have been acquired; or (3) they have relied upon data which were inaccurate and misleading. All three, as a matter of fact, spring from the same source: the lack of a definite and consistent purpose for employing research at all. If one does not clearly understand precisely what he wants, he does not know what he wants it for, and he cannot tell whether it is an accurate statement of conditions or the product of someone's fervid imagination. Business men who start research departments merely because research is fashionable or impressive to talk about, or because "information is a good thing," are almost certain to be disappointed.

## WHAT CAN BE ACCOMPLISHED

The definite and particular things that market research can accomplish will fall, generally speaking, under the following heads:

(1) It can produce the basic data that are the foundation of all intelligent study of products or markets, such as statistics of production and consumption, orders and shipments, the ratio of stocks on hand to production, exports and imports, etc. It is remarkable how frequently these facts are lacking, especially in connection with consumption.

(2) It should be able to analyze selling methods, make comparative studies of methods of distribution and suggest improvements. Thus, for example, should we appoint exclusive dealers or sell to all? Should our salesmen carry the whole range of prod-

ucts or would a division be advisable?

(3) It should spot weak places in sales, explain the reason for them and suggest remedies. The basic data referred to above may show that a territory, while above its quota, is falling behind the demand and losing ground. Quotas based on last year's sales do not always reflect the requirements of a district or territory.

(4) It should set up sales standards by territories and by classes of consumers, which are fundamental because based upon actual market facts instead of mere past performance.

(5) It should be able to explain declining sales at certain times, in certain territories, or for certain products, and suggest remedies.

(6) It should analyze the market for a new product, and indicate marketing plans.

(7) It should be able, whenever called upon to analyze advertising methods, advertising appeals, costs, mediums, etc., to take a definite set of recommendations and pass on its soundness from a positive knowledge of the basic market facts.

#### WHERE SHALL THE RESEARCH DEPARTMENT BE LOCATED?

With a definite problem of this nature in mind, as applied to his own business, the executive is in a position to comprehend the steps necessary in order to arrive at the conclusion, and he will understand what he wants to do with the information after he gets it. At the start he must choose between establishing a research department of his own or employing one of the many outside, independent organizations to do the work for him.

Both methods have certain advantages and certain disadvantages. The outside organization has the advantage of a wider contact with many different lines of business, and it is less expensive at the outset than the establishment of one's own organization. On the other hand, the outside organization is not under such direct control; facts

and conclusions are at times regarded as highly confidential, and it lacks the close and intimate touch with the sales force that one's own research department can maintain. This latter is of considerable importance, for getting the sales force to use the results of research is a big part of the research director's work.

Further, there is the question of continuity of work. One's own department can start on a new problem with a full knowledge of all that has already been done. Furthermore, every investigation turns up more or less supplementary or accessory information that is not directly pertinent to the subject immediately in hand, but may become of great importance later. This supplementary information finds a place in the department files and is ready when needed. The outside organization, on the other hand, might not appreciate the value of this at all or might not record it as being apart from the subject of the investigation. For example, an investigation to determine the market for electrically operated trucks in factories might develop some most important facts regarding floors in factories. This would go into the research department files for later use, whereas the independent investigator might not consider it pertinent to the inquiry at all.

#### THE MAN FOR THE JOB

The primary requirement for a research department, of course, is a man (or a woman perhaps) to run it, and the qualifications for the job must be gone into pretty carefully. It will hardly do to take a bright youngster with an inquisitive temperament from the sales department and turn him loose on problems that are beyond his comprehension entirely. Neither will the ordinary statistician fill the shoes of a competent research director, although he will doubtless possess the necessary training, so far as technical equipment goes. The man for the job is one who possesses not only the training in analysis but also the

, 1922

Apr. 20, 1922

PRINTERS' INK

27

ability to reconstruct his analysis into conclusions that are helpful in a merchandising sense.

This requires some merchandising experience, plus a certain imagination which the average statistician does not possess. An investigation into the market for golf balls may show, for example, that the average unit of sale is smaller in the Middle West than in the East and South, but it takes something more than mere statistical ability to perceive the sales advantage in packing golf balls in half dozens instead of dozens for the Middle Western market.

Second in importance to the qualifications of the head of the department is its contact with the business of which it is to be a part. Accessibility in both directions is of great importance. It is a not uncommon error to locate the research department in some distant or out-of-the-way corner—often in a separate building entirely—with the mistaken idea of

affording a place for serious and uninterrupted cogitation. This works badly in two ways: by depriving the department of any intimate knowledge of the business and by depriving the business itself from close contact with the department. It ought to be evident that if the department is to fit its conclusions to the practical needs of the business, and is to instruct the sales force in the proper use of the facts it discovers, there must be something like intimate, daily contact with the affairs of the concern.

The physical equipment need not be large at the outset and had better not be too elaborate and expensive. Aside from facilities for filing and handling correspondence, a moderate appropriation for the special library will ordinarily be sufficient. This latter will consist of such data as are already available in published form—Government reports, statistical abstracts, directories, reports

# **The George L. Dyer Company 42 Broadway New York**

**Western Offices  
76 W. Monroe St.  
Chicago**



## **Newspaper, Magazine and Street Car Advertising**

### **Publicity and Merchandising Counsel**

22

Apr. 20, 1922

PRINTERS' INK

29

of public investigations, etc. One of the common mistakes is to go into the subject of research with a great enthusiasm and spend considerable money in equipment on an elaborate scale. It usually takes considerable time to acquire the basic facts upon which intelligent research must rest, and in the meantime somebody discovers an expensive department which has produced little or nothing tangible to earn its keep. It is much better to start on a small or moderate scale and keep the expense within reasonable limits. Another common mistake is to swamp the department at the outset with a multitude of inquiries. Here again is emphasized the importance of a clear understanding of the purpose of the department, and an appreciation of the fact that its work must be basic and fundamental if it is of any value at all. A certain amount of patience is required in order that the foundation may be laid, and a multiplicity of trivial inquiries can only serve to slow up the important work on which the department is engaged.

#### MUST NOT LET FACTS DELUDE

Whether one establishes his own department, however, or employs some outside organization, the question remains as to the genuineness of the facts and the authority of the conclusions that are arrived at. Here, for example, is a special report on the market for fountain pens, or finger nail polish, or flush tank fittings, or what you please. It is neatly typed on bond paper with wide margins and bound in substantial covers. It is full of figures and statements as to facts which bear out the conclusions. All is orderly and quite impressive. But can it be relied upon? Is it the product of genuine research—honest investigation—or is it something else? How can one tell?

There are actually four tests that can be applied to answer that question, and they ought to be applied to every piece of research work, no matter by whom it is presented. As is the case in most lines of business, there

are incompetent and careless research men, and there have been cases bordering on plain dishonesty. It goes without saying, however, that any report which seems suspicious should not be accepted until the suspicion is entirely removed, and the suggested tests will point out suspicious features if they exist.

(1) Are the facts and the conclusions presented inherently reasonable? Applying plain horse-sense to the findings, is the conclusion probable? This is the first and most obvious test, and a report that sounds improbable should be carefully checked up.

(2) Does the report hang together, one part with another? Is it consistent throughout? For example, the total production is given as so much in one place; the A Company's sales are given as so much in another; and elsewhere it states that A company controls 32 per cent of the trade. Any internal discrepancies in facts or figures should be cleared up.

(3) What supporting evidence is there for general statements, names, places, dates? The total absence of corroborative evidence of this character is immediately suspicious. The sources of information should be clearly and definitely stated and the exact date on which the information was obtained.

(4) Who did the work? How many people assisted? Where? How long did it take? How many people were called upon? What did it cost? Specific answers to those questions should be a part of every report.

It is admittedly possible to get up a fairly plausible looking report from the figures contained in annual reports, reference books and such material as may be contained in the files. Business men do from time to time purchase such reports and rely upon them to their own disadvantage. Insistence, however, upon a reasonably complete record of sources, names, addresses and dates, together with a schedule of actual work performed and by whom, will go a long way toward preventing the acceptance of any such material.

# The Indianapolis NEWS

16,265,421 agate lines of advertising in 1921—one of the largest volumes in the six-day evening field in America.

*There's no argument about  
The Indianapolis News.\**

FRANK T. CARROLL  
Advertising Manager

New York Office  
DAN A. CARROLL  
150 Nassau Street

Chicago Office  
J. E. LUTZ  
The Tower Bldg.

# Where Most t

No man has yet been able to determine with accuracy just where interest in advertising begins or ends. Does it begin with the \$1000 to \$2000 income? It would seem natural, because the lower the income the more important it is carefully to measure expenditures—to make each dollar do a full dollar's duty.

Does it end with the \$15,000 or \$20,000 income class? That would seem natural, too, because such an income permits indulgence without serious attention to each item of expense.

Does it reach the height of attention value somewhere between these two? In a class where reasonable income covers every real need and some more or less extravagances?

However the advertiser feels about it, here are some facts for him to consider: 36.2% of all the people in this country have incomes ranging between \$1000 and \$2000. 29.4% reach \$3000. 13.9% are in the \$4000 class. Only 8.2% earn between \$4000 and

\$500

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# Loss of the Money Is

\$5000, and so on until we find only 0.7% receiving as much as \$10,000 a year. Above that to the highest reported income, and including them all, *the big incomes represent only 4.1% of the total earning power of the nation!*

Something to think about for the advertiser who has something to sell *a lot of people!* If he strikes the right answer he will certainly incline toward MASS. When he does that he will use MASS CIRCULATION of the kind that the Chicago Evening American offers, and in using it he will be sure to reach **ALL THE SO-CALLED CLASS THAT CAN BE INFLUENCED BY ADVERTISING.**

This much is certain: (Amount of income has nothing whatever to do with a man's appetite for pancakes, and a millionaire can wear only one collar at a time).

**CHICAGO EVENING AMERICAN**

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## *Try it out in Representative Milwaukee*

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# Throw a Pebble In the Pond—

Immediately ripples spread out in continuous succession in every direction, ever widening.

Consider the 1922 Convention of the Associated Advertising Clubs of the World as the pond. Let your message in *The Journal* be the pebble you throw into it.

Then your message will spread out and out. Advertising men from the four corners of America will read your message in *The Journal*—and *take it home with them*.

At what other time, in what other medium can you reach so many advertising men so quickly, surely, economically? Account executives, publishers, manufacturers, advertising managers—they'll all be here—10,000 of them—to be reached by the one sure-fire shot—*Journal advertising*.

## *The Milwaukee Journal* *FIRST—by Merit*

*Circulation—*

*Foreign Rate—*

In excess of 115,000 Daily

20 cents per line—\$475.20 full page

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### *Come to Milwaukee June 11 to 15*

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# Selling Flowers by the Garden Full

To Prevent Waste of Printing, Stumpp & Walter Co. Build Up Their Mailing List with Names of Purchasers, Not Inquirers

By James True

FOR several weeks this spring, advertisements appeared in the rotogravure sections of New York newspapers, also in several garden magazines, offering in bold display, "A Garden Full of Gladioli for \$2." The copy following stressed the beauty of these flowers and their ease of cultivation, and then explained the heading with the statement, "For two dollars we will send 50 Bulbs of our Grand Prize Mixture, which covers every conceivable shade in the Gladiolus Kingdom."

These advertisements measure about five inches by two columns; they illustrate the flowers, and are surrounded by a heavy border. But they make no mention of a catalogue, although they are designed to secure names for catalogue distribution for the Stumpp & Walter Company, Seedsmen, New York.

"About five years ago," explained William A. Sperling, secretary of the company, "we determined to reduce our catalogue waste by getting people interested first in some item of our merchandise. We knew that thousands of copies of our printed material were unproductive because they were being mailed to the merely curious, who answered the advertisements that urged them to send for free literature.

"We concluded that if we could build up a mailing list of purchasers rather than inquirers, it would be very much more productive. So we decided to try assortments of bulbs as leaders for two reasons. First, they are popular with nearly all growers of flowers. Second, much of the bulb planting is done in the fall when trade in our business is slack and we need the business to reduce overhead and to keep our organization intact. Both tulip and gladiolus bulbs are easy to cultivate, and the flowers are admired by everyone.

"The first special offer we advertised was a generous assortment of tulip bulbs. That was in the fall of the year, and the returns were encouraging. The next spring we advertised gladiolus bulbs—fifty mixed for two dollars, postage paid. Thousands of orders came to us, and we have advertised the special mixtures every fall and spring since.

"Because of the advertising we have gained something of a reputation as bulb specialists, and this department has grown splendidly. Now we have large standing orders with our Holland growers, and all the bulbs we handle are grown especially for us.

"The bulbs that we are now advertising are the best quality that it is possible to obtain—we cannot afford to offer anything else at any price. To get the results we are after, the advertised value must be exceptional and genuine. If a purchaser selected a similar assortment from our regular stock, he would pay from five to six dollars for it. And if he does not fully appreciate the unusual value of his purchase when he gets the bulbs, he is invariably convinced of his bargain, we believe, when the flowers bloom in his garden.

"In both our spring and fall advertising we try to tie up, in the minds of readers, the thought of gardens with our firm name. That is one idea; but the main intent of all our advertising is to build up a mailing list of the names of people who have made a purchase from us.

"Every purchaser of our special bulb offer gets our catalogue. The next season we make the same offer through the mails to our list that we advertise in newspapers and magazines. And we send our catalogue only on request and to those who order bulbs. In this way our list is almost automatically kept alive.

"From time to time, of course, we mail folders, circulars and letters on seasonal specialties, as a follow-up to our catalogue. And we know from experience that all our mailings, going only to those who have purchased from us, bring a much higher percentage of

riety, and we mail them in attractive packages with full directions for planting and cultivating.

"The price of the package—always two dollars for fifty bulbs—is sufficient to warrant us in believing that every purchaser has a garden of some size and enjoys

the cultivation of flowers. And this is further indicated by the fact that we eventually sell other bulbs, seeds and garden supplies to more than 50 per cent of such purchasers.

"Our correspondence shows us that the price of our special offers creates in the minds of the majority of purchasers the thought that they have become customers of our house. This makes future sales easier, and such a favorable state of mind is impossible to establish with a purchase of ten or twenty-five cents, for a collection of seeds or plants whose only appeal is cheapness or by selling the catalogue for a small amount which is to be credited on the first order.

"Then the unusual variety of the assortment stimulates interest in the catalogue. When the flowers bloom, most purchasers desire to know the names of the different specimens.

Some of them are illustrated and all are described in the catalogue, and the purchasers study the book in order to identify their favorites, which many of them reorder the following season.

"In planning our special offers we have tried to give purchasers the best values they ever received, something that would create both an immediate and a future favorable impression, tie up our name

## A Garden Full of Gladioli for \$2.00



The GLADIOLUS is one of the most satisfactory flowers grown because it blooms continuously when it is cut and put in water just as well as when in the ground.

There is no reason why every family cannot enjoy this grand flower—it is as easy to grow as the potato.

Bloom from July to frost if you plant a few bulbs each month from April to July.

For TWO DOLLARS we will send 50 Bulbs of our Grand Prize Mixture, which covers every conceivable shade in the Gladiolus kingdom.

Each year we sell thousands of these bulbs and have received numerous testimonials as to their merits.

ORDER YOUR BULBS NOW so as to have them to plant when you begin making your garden.

Simple cultural directions in package.

Fill in the coupon below (write name and address plainly) and mail with Check, Money Order, Cash or Stamps, and secure this splendid collection, sent prepaid to any point in the United States.

*Stump & Walter Co*

30-32 Barclay St.,

New York City

Kindly forward prepaid ( ) collection of Gladioli, for which enclosed find \$2.00.

Name \_\_\_\_\_

Street \_\_\_\_\_

Town & State \_\_\_\_\_

Cash, Money Order, Check or Stamps.

MAIL-ORDER COPY TO SELL FLOWERS AND BUILD A MAILING LIST

orders and an average order of greater amount than would be possible if the mailings went to a list made up of people who had requested only catalogues. Beyond all doubt, our decision of several years ago has been more than justified by results.

"So we do not advertise our catalogue. We advertise, instead, special offerings of bulbs. We mix them carefully to insure va-

# As Usual—

## Vogue maintains its unbroken leadership in School Advertising

**I**N the first three months of 1922, Vogue once again carried more school lineage than any other publication, weekly or monthly.

It is not unusual for schools, advertising only in class magazines, to receive from Vogue more than double the enrollments received from other class publications.

School advertisers *come to* Vogue because they recognize its preeminent class circulation, and can measure it accurately, without guesses or generalizations.\*

They *stay in* Vogue because, month in, month out, it gives even more than the results to be expected from the size and quality of this circulation.

# V O G U E

*\*Vogue, like all the Nast Magazines, is a member of the A. B. C. Average circulation, 1921, 143,729.*

with their gardens, stimulate their interest in our catalogue and other direct-mail material, and induce future business. The cost of doing this with our offer—merchandise and advertising—is just what we receive for it.

"The net selling cost runs about half the percentage of cost usual in selling seeds and bulbs profitably by mail. But it must be remembered that we are advertising an extraordinary value. The mixture of fifty bulbs, the package, printed enclosures, labor, postage and advertising cost us just two dollars. However, we are very well satisfied to break even on the proposition."

### G. W. Bauerlein Forms Advertising Agency

G. W. Bauerlein has organized the advertising agency of Bauerlein, Incorporated, at New Orleans. For the last year Mr. Bauerlein has been manager of the Ferry-Hanly Advertising Co. at Chicago, and previously he was manager for Ferry-Hanly at the New Orleans office and associated with this agency at Kansas City. Prior to that he was associated with the Kansas City Post and the Denver Post.

Among the accounts of Bauerlein, Incorporated, are the Illinois Central Railroad (Southern Lines) and the Dunbar Molasses and Syrup Company, both of New Orleans.

### Francis I. Reynolds with Thos. Cusack Co.

Francis I. Reynolds, for the last two years vice-president of the Empire Tire & Rubber Corporation, Trenton, N. J., is now with the New York National Sales Department of Thos. Cusack Co., outdoor advertising. Before his connection with the Empire Tire Company Mr. Reynolds was sales manager of the pneumatic tire department of the U. S. Rubber Co. and was president of the Rubber Corporation of America.

### John C. Moore with "Hearst's International"

John C. Moore has joined the Western office of *Hearst's International* in Chicago. He has been until recently a member of The Nichols-Moore Company, Cleveland advertising agency.

### With "The Saturday Evening Post"

John J. Raftery, recently with the Western Electric Company, has joined the New York advertising staff of *The Saturday Evening Post*.

### Lower Prices for Franklin Cars on April 15

An announcement is made by the Franklin Automobile Co., Syracuse, N. Y., of a reduction in prices, effective April 15, on all cars. The statement declares that reductions as much as \$1,500 under war prices are made. The touring car selling at \$2,450 is reduced to \$1,950, and the sedan, priced at \$3,450, is cut to \$2,850. The new prices are said to be the lowest in the company's history since it went into the manufacture of six-cylinder cars sixteen years ago, except during a four-month period in 1916.

This announcement is of special interest in connection with the description, appearing elsewhere in this week's issue of *PRINTERS' INK*, of the Franklin company's campaign for a large volume of sales during 1921.

H. H. Franklin, president of the company, is quoted as saying that prices are reduced to their present low level in order to enable the company to attain a large sales volume in the quality car field. Overhead, it is explained, is being reduced, though wage rates will not be disturbed at present, and the company shows a favorable condition in its inventories due to making sales in excess of the average for the industry during 1921.

Not long ago the company announced that it planned to bring out a new four-cylinder model early in 1923, which would sell at about \$1,000.

### Will Advertise Steel Golf Shaft

The Horton Manufacturing Company, Bristol, Conn., plans to advertise its new product, the "Bristol Steel Golf Shaft." The account has been placed with the M. P. Gould Company, New York.

The Gould agency will also handle two other new accounts: The Pyrodon Company, Baltimore, Md., maker of Pyrodon Tooth Paste, and Wilfrid I. Booth, "Booth's" chocolates, Elmira, New York.

### Joins Robert Smith Direct Mail Service

W. M. Keese has become field representative with the Robert Smith Company, Lansing, Mich., direct mail advertising service. He was formerly with the retail sales promotion department of the Columbia Graphophone Company and most recently merchandising counsel for the Parkham Catalogue Service Company, Detroit.

### New Accounts for Cleveland Agency

The Carpenter-Reese-Oswald Company, Cleveland, O., has secured the accounts of The Pandiculator Co., Cleveland; The Home Products Co., Cleveland; and The Motors Sheet Steel Co., Beach City, O.

## “Bargain-Saling” vs. “Saying Something” In the Pajama Trade

**B**ARGAIN-SALING doesn't build business. If it did the country would be on the crest of the wave of prosperity," a pajama manufacturer reasoned.

This philosophy he backed with a decision to "SAY SOMETHING!" in his advertising copy that would enable every retailer to awaken the desire to wear his brand of pajamas.

*Here's how he did it.*

- 1—Searched his entire business—plant, office, and sales force for selling ideas.
- 2—Named, photographed, and described in detail each style of pajamas.
- 3—Enumerated 10 selling points about stitching, custom finish—buttons—pressing—packing—test of materials and styles.

Then he put this selling information in straight news copy, written and presented with illustrations like any other news matter.

This advertising he placed where the retailers look twice-a-month for the "news and ideas" of their trade—in the "Twin" Magazines—MEN'S WEAR and the CHICAGO APPAREL GAZETTE.

Results have more than justified his faith in the "SAY SOMETHING!" IDEA.

### FAIRCHILD PUBLICATIONS

WOMEN'S WEAR

DAILY NEWS RECORD

MEN'S WEAR AND THE CHICAGO APPAREL  
GAZETTE

FAIRCHILD'S DIRECTORIES

Main Office—8 East 13th St., New York

# "Borrowing \$5000



**H**OW much money a man makes is not so important to the advertiser as what he and his wife do with it.

The wise use of funds will often give a family with small income more money to spend for advertised products than less prudent neighbors can spend.

The Woman's Home Companion is concerned with showing its readers how to get the greatest service from their money. "Borrowing \$5,000 and Paying It Back," by Frederick Collins in the May issue, is a story of economy, which is the ability to spend money wisely.

THE CROWELL PUBLISHING CO.  
381 Fourth Avenue, New York, N. Y.



# 00 and Paying it Back

"In a word, the Woman's Home Companion aims to be the companion,—not the teacher, not the scold, not the lecturer,—but the friendly, human, interesting companion of every one of its readers."

*Gertrude B. Lane*  
*Editor*

**WOMAN'S HOME  
COMPANION**



# A Letter from Another Publisher

## The Huntington Advertiser Huntington, W. Va.

March 27, 1922.

In reply to your letter of the 21st inst., asking about our experience with the E. Katz Special Advertising Agency, beg to say that this agency has served us to our utmost satisfaction, and there is nothing that we can say but all praise in every way.

They have handled our business in a much better way than it was ever handled in my 28 years of ownership of this paper. They have been serving us now for about five years and we would not think of making a change. They are high class, honorable people, and if you take them on, you will never regret making a contract with them. They pay bills promptly every month. In fact, our February check came in this morning, and it has been so ever since we began business with them.

We are sending you today a copy of our Sunday edition of yesterday, March 26th, for your inspection.

If we can be of any further service to you, please let us know.

Very truly yours,

THE HUNTINGTON ADVERTISER,

(Signed) H. J. LONG, Proprietor.

*Letters like this make us feel that there are things in business far better even than profits*

**"Invest in Newspaper Advertising"**

**E. Katz Special Advertising Agency**

Established 1888

58 WEST 40TH STREET, NEW YORK CITY  
(Between 5th and 6th Avenues)

BRANCHES:

CHICAGO

KANSAS CITY

ATLANTA

SAN FRANCISCO

# The Receiver's Views on "Be-drivened Copy"

What Happens When Tom, Dick and Harry Take a Fall Out of the Copy Man

By Roy W. Johnson

THE advertising manager opened the door of the director's room where the receiver was at work at the head of the long table.

"Do you want to see the proofs of the new advertising campaign?" he inquired. "Mr. Hawkins said you might want to give them a final O.K."

"I sure do," said the receiver, looking up from a stack of daily sales reports. "Just slide them into that brief case over there, if you don't mind. I'll let you have them back tomorrow."

Next morning the advertising manager's telephone bell rang. "Can you come in here a minute?" the receiver's voice blandly inquired. "Bring the original carbons of the advertising copy if you've got them." The advertising manager took from his filing cabinet a folder bursting with papers and departed with a look of pleasurable anticipation on his face.

The receiver had the proofs spread out fan-wise on the table before him. His expression was one of ironic cogitation not un-mixed with humor. He swept the collection on the table with a comprehensive glance, as the advertising manager closed the door.

"Are you the father of this poor, forlorn child, wandering so far from home?" the receiver demanded, in a tone sufficiently gentle to soften the edge of the sarcasm.

"The copy? No, sir. That was prepared by the agency—originally."

"Hm—'originally' is good. Very, very good. No doubt, either, that it was very good copy—originally. Got the originals with you?"

The advertising manager produced them from the plethoric folder. The receiver scanned the text briefly, and handed the carbons back, one by one.

"I thought so," he announced when the reading was ended. "We have here an almost perfect specimen of what I call bedriveded copy. One of the most perfect I ever saw in captivity, as a matter of fact; and I've seen a great many of them. It was a fairly workmanlike performance when it left the agency, as the original carbons show. But it has been revised, and amended, and corrected, and transposed, and revamped, and rearranged, and reconstructed until its own father wouldn't own it if he wasn't compelled to by the signature at the bottom. Drivel is its name, and be-drivened is its nature. How many people had a hand in this anyway?"

## THE "CRITICS" OF THE COPY

"I've got the complete set of revisions and changes here," said the advertising manager, "if you want to—"

"Heaven forbid!" murmured the receiver fervently. "Just give me a list of the powerful minds that were mixed up in it."

"Mr. Hawkins," began the advertising manager, reading from a route sheet.

"We'll pass Hawkins as president of the company," said the receiver.

"Mr. McCann."

"General manager? Go on."

"Mr. Sharpe."

"General sales. Next?"

"Mr. Bayne."

"Factory manager? What's he on the list for?"

"To catch any errors in describing mechanical construction," replied the advertising manager.

"Well," countered the receiver, "did he find any?"

"No sir. But he changed the wording of certain paragraphs he didn't like, and added a description of the new band-saw reverse.

It spoiled the layout, rather, but we had to let it go."

"Next?"

"Mr. Swope. As credit manager. To check the deferred payment offer."

"And did he?"

"He didn't change it any. But he fixed up the text considerably in several other places, and insisted on bold face caps for the name of the product throughout."

"I know all about it." The receiver's expression was growing grim. "Who's next?"

"Mr. Lanston."

"Who the dickens is he?"

"Man in the general counsel's office. Supposed to pass on copy from the standpoint of anti-trust legislation—our licensing agreements with the Thorn Company, you know. He said the copy wasn't definite enough in its appeal, and changed each paragraph so that the first word would always be the name of the product."

"That's all, I think, except that one of the boys in the mail cage saw the copy going through and wrote some of his own, which he carried in to Mr. Swope. He showed it to Mr. Hawkins, who agreed that we ought to encourage talent in our own organization, and some of the 'best suggestions' would have to be worked into the copy to show our appreciation."

For several minutes the receiver was silent. "Listen here, son," he said at length, "you have been all through this mess, and I haven't. What's more, I'm not going. And if you are firmly convinced that there are no technical errors or errors of policy in those original advertisements, I am going to O.K. them here and now, and you are going to run them. If anybody tries to start something in your direction, just refer him to me."

Some weeks later the subject came up at the officers' table in the factory lunch room.

"I understand," said Treasurer and Credit Manager Swope, "that you overruled our judgment on the advertising copy."

"If you call it that," responded the receiver, "I did. On the prin-

ciple that it is foolish to hire a dog and do your own barking."

"Sometimes it is," conceded the treasurer. "It depends on the dog. In this case it seems to me that the collective judgment of those directly responsible for the business is more valuable than the mere suggestions of someone who is not responsible at all."

#### THE RECEIVER HANDS 'EM OUT WITHOUT GLOVES

"Granted," the receiver answered. "But collective judgment is one thing, and collective meddling is something else. You know the old maxim about the number of cooks and the flavor of the soup, of course. Well, there you are. Hawkins adds a pinch or two of salt; Bayne comes along with the pepper shaker; you fancy a strong infusion of garlic; somebody else gets enthusiastic with the allspice; and the bird in the general counsel's office dumps in a few tablespoons of mustard. Your collective judgment, as you call it, has produced a fine, palatable mess, now hasn't it?"

"Overdrawn? Perhaps. But don't forget that palatability is as important in reaching people's minds as in reaching their stomachs. Style in advertising copy is just as important as flavor in food, or personality in a salesman. There's young Doyle, for example, up in the drafting room, who knows the product upside down and backward, and has been trying to get on the sales force for five years, he tells me. Sharpe won't hear of it, and why? Because the sum total of Doyle is a bunch of affectations. He hasn't any personality, properly speaking, at all. With a few prospects he would be downright offensive, and with the great majority he would leave an unfavorable impression, no matter what he actually said. You wouldn't hire Doyle to represent the company under any consideration, yet you deliberately send out advertising copy that has precisely the same characteristics—after you get through with it."

"You surely don't mean," put in Hawkins, "that the copy sub-



OVER the tea-table! What do you suppose they're discussing? Men? Some of the time. The vagaries of their friends? Perhaps. Clothes? Most certainly, and a great deal of the time.

One of the reasons why Harper's Bazar is so effective an advertising medium is that its chief purpose is to give information to fashionable women on a subject in which they are engrossingly interested.

Harper's Bazar is the buying guide of women of wealth and social position in every large city throughout the country.

# *Harper's Bazar*

mitted for our approval is beyond criticism?"

"Not for one minute. I have no illusions to the effect that the copy writer's product is a sacred masterpiece not to be profaned by irreverent hands. But intelligent criticism is exactly what you did not apply. Instead, you turned the copy over to Tom, Dick and Harry, who snipped and slashed and ripped according to the whim of the moment, added patches of their own personalities here and there, and generally be-driven the sum total. You wouldn't dream of applying that method of 'criticism' to any other activity of the business. Imagine what would happen if you tried it out in Bayne's department, or in Swope's! Why not apply the same principle to your advertising? Get together; criticize the copy; make suggestions; agree upon what is wanted; and turn the whole business back to the copy writer to execute. If he can't succeed, get a copy writer who can. What you want is a piece of copy that represents something in particular; not a medley that represents everybody and nobody at once.

"It frequently happens that the boss of a business, or the man directly in charge of a department, can write a better piece of copy than someone who is less intimately connected with the business. In that case he ought to write one. I'm for getting all the ideas at work that are available, but let's have whole ideas, if you please: not messes of scrambled fragments. Criticize, correct, blue-pencil to your heart's content, but don't bedevil. For whether you realize it or not, it has about the same effect upon the reader's mind as a smudged half-tone—he has got to be tremendously interested in the subject before he will try to decipher it at all."

#### L. R. Alwood with Detroit Engravers

Lister Raymond Alwood, for the past five years manager of the Detroit office of the Service Corporation of Troy, N. Y., has resigned to join the Everton Engraving Co., of Detroit, as sales and advertising manager.

#### Public Has Something to Learn About Sterling Silver

The Sterling Silver Manufacturers Association, with headquarters in New York, is seeking the co-operation of jewelers in making known to the public the meaning of the word "sterling" as applied to silverware. In a letter to dealers in sterling silver, after explaining what it is endeavoring to accomplish, the association says:

"We want to help put 'sterling' back in the popular vocabulary as something more than a figurative adjective of praise to be applied to prominent citizens and in obituary notices.

"We want the average man to be proud when he is mentioned as a 'man of sterling character,' because he knows that that word 'sterling' means the highest and finest quality, the best that is made in silverware. The only reason 'Sterling' means anything as an adjective is because it means so much as a mark on a silver spoon.

"And after reading this, as we believe, very important letter, we feel sure you will agree with us that the time has come to emphasize in every way possible the real meaning—the definition, if you please, of 'sterling': that the mark 'sterling' means 'solid silver'—silver through and through—925/1000 pure silver—and an unassailable guarantee of all those things."

#### Taxi Advertising Is Signed by Drivers

The advertising being run in the newspapers of Philadelphia by the Black and White Taxicab Company is signed by the first names of the drivers, with the number of their cars, such as "Charlie—Car No. 7." The copy plays up the "dime for every third of a mile—first or last third," the fact that the drivers are stockholders in the company, and the consequent care in driving.

#### Will Manage Chicago Office of Detroit Agency

J. Albert Heppes has been appointed manager of the Chicago office of the Albee Corporation, Detroit advertising agency, succeeding A. L. Gale, vice-president of the company, who has gone to the Detroit office. All production work formerly done in Chicago will be handled in Detroit in the future, the Chicago office being maintained as a contact office.

#### Chicago Hotel Plans National Campaign

The Hotel La Salle, Chicago, has placed its advertising account with Vanderhoof & Company, Chicago advertising agency. A national campaign using magazines is being planned. Vanderhoof & Company has secured the account of the White City Amusement Company, Chicago, for which it will use outdoor advertising and newspapers.



Advertisers can steer clear of 223,000 lines of objectionable internal patent medicine neighbors by scheduling The Journal. But for this amount of rejected advertising accepted by its competitor last year, The Journal led in National Advertising over 69,000 lines—a "clean" lead.

# THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and  
San Francisco by O'Mara & Ormsbee, Inc.*

# Baltimore Assures you



*THE SUN has on file the address of every one of its Individual Carrier Subscribers in the city of Baltimore. These people are served REGULARLY by THE SUN'S Regular Carrier Organization, which consists of 100 adult Carriers, each owning a different route in the city and each requiring the services of several Assistant Carriers to assist them in serving. The market value of some of these routes, carrying with it the privilege of serving THE SUN, morning, evening and Sunday, to the residents of that particular district, ranges as high as \$5,000 or \$6,000. Here is a picture of the SUN Route Cabinets containing the Carrier Route lists. It is corrected day by day and audited annually—something very few other newspapers can show.*

**I**NTRODUCE your product to the people of Baltimore through the advertising columns of the **MORNING, EVENING and SUNDAY SUN**, and it is assured of a most cordial reception.

The people of Baltimore call the **MORNING, EVENING and SUNDAY SUN** "the Sunpapers."

Read the "Letters to the Editor" column in any of these papers almost any day — you will find the

---

**Baltimoreans Don't Say Newspaper**

# a Cordial Reception

term "Sunpaper" occurring over and over again.

The Sunpapers are respected in Baltimore not only for the way they serve the community editorially, but also for their commanding position as advertising mediums.

\* \* \* \*

HUNDREDS of products having no other introduction to Baltimore except that of the Sunpapers have succeeded there beyond the best expectations of their manufacturers.

One reason, perhaps, why more manufacturers all the time are using the Sunpapers exclusively

when they come to Baltimore.

And why the exclusive national accounts on the Sunpaper's books represent some of the biggest merchandising successes in Baltimore.

\* \* \* \*

IF YOU are not already represented in Baltimore, THE SUN'S Merchandising Service Department will be glad to co-operate with you in securing proper representation.

And when you, or your personal representative, arrive in Baltimore, make THE SUN'S Merchandising Service Department your headquarters.

Net Paid Daily Circulation For March, 231,424

Everything in Baltimore  
Revolves Around

THE



SUN

MORNING

EVENING

SUNDAY

JOHN B. WOODWARD  
Times Bldg., New York

GUY S. OSBORN  
Tribune Bldg., Chicago

—They Say "SUNPAPER"

## Oklahoma Farm Profits Lead Entire Country

OKLAHOMA farm profits during 1921 led all other States in percentage of return on investment on ten of fourteen "basic" crops, says the Oklahoma Board of Agriculture.

Significant also as a reason for better business conditions in Oklahoma, is the statement that some other States which exceeded Oklahoma in total production, returned the lowest percentage of profit.

With conditions rapidly approaching normal and crop prospects excellent, now is the time to cultivate this active farm market.

The farm paper in Oklahoma is The Oklahoma Farmer-Stockman.

—Greatest Coverage  
—Lowest Rate

## The OKLAHOMA FARMER-STOCKMAN

CARL WILLIAMS  
Editor

Edgar T. Bell, Adv. Mgr. Oklahoma City

E. KATZ SPECIAL ADVERTISING AGENCY  
New York Chicago Kansas City Atlanta San Francisco

# Resourcefulness Supplies Continuity in Illustration

LaFayette Campaign Shows How a Running Mortise Theme Can Supply Desired Individuality over a Wide Range of Uses—Other Interesting Campaigns

By W. H. Heath

SOME time ago, The LaFayette Motors Company adopted a singularly attractive symbol, composed of the portrait, in profile, of LaFayette, surrounded by an oval made up of mechanically ruled lines.

The effect of this oval frame was strongly individual because of several art laws of composition and technical handling.

A circular or oval form attracts the eye, to begin with, since it means, for one thing, four corner areas of white space. The old idea of the bull's-eye is here exemplified.

But there was far more to this LaFayette idea than might appear to the layman.

The oval shape was composed of a series of approximately twenty-six pen lines, forming gradating tints. It is necessary to hand-rule these in, employing a special pen and celluloid form. It is most difficult to do, by the way.

But the completed border, as in the LaFayette symbol, constituted such a striking and novel technique, as borders go, that strong individuality was expressed in this portion of the design alone. As originally planned, the symbol was a complete unit in itself, to be used, rather small, in all advertising, and in a special way on the car.

It was soon discovered, however, that in this one little scheme the advertiser possessed the inspirational source of any number of fine variants that would individualize all LaFayette advertising. There was, in short, an endless range of applications.

And here is how it has worked out, serving as a helpful lesson to others:

First, an entire campaign used

the original symbol, of head and border, sometimes very large, as the single feature of a page, then again, duplicated, in several sizes, but always in exact facsimile, and finally by retaining the same border for the oval but changing the technique of the head of LaFayette. The next step was to run gutters of white mortise space through the centre of the page and have different sizes of symbols jutting out from it. This meant the occasional halving of the design, but it was not discarded for that reason. It was nevertheless recognizable.

Another development was to eliminate the portrait entirely and to insert half-tones of motoring scenes.

A car was driven down to the brink of a country stream, to a point where its reflection was visible in the water, and the camera range was from a bridge. This gave a look-down view. It was unlike any other composition seen in automobile illustration.

At another time a car was so placed along a wild country road that it was seen through a tropic tangle of vines, leaves, flowers.

In every case, these photographic illustrations were so characteristically different in themselves that without the added feature of the odd border they were distinctly worth while.

The oval, however, was the composition novelty. This, with its even shading of lines, held the series always together and made every display a member of the one family.

And just to make sure, during the earlier stages of the advertising, that the basic idea would be understood, a small showing of the original oval and the LaFayette portrait was always included in

every page, either above or below the very much larger illustration.

Thus, we have the rather peculiar situation of an advertiser using, in one advertisement, his original symbol, plus a portion of it in duplicate in another size, as

—the wild gray goose, embodiment of speed and endurance, typical of the beautiful Sainte Claire region, the Northland, fittingly symbolizes Mr. Wills's distinguished achievement in motor car design and construction."

The bird has a trade significance. For one thing, it is common to the locality where the car is manufactured, and its graceful, speedy, easy flights, and its sure endurance feats, are well known.

The gray goose has been used with almost as many tie-up variations as the La Fayette oval. The advertiser is not afraid to make the bird very much larger than the car or to cover almost the entire space, as in a recent large advertisement, with many geese, winging through the air, all in action.

The question is so often asked, "Is it advisable for an advertiser to use a connected pictorial thought throughout a year's campaign? Do people tire of it? Is there a likelihood of

the reader inferring that he has seen all of the campaign because he remembers certain familiar elements of the first piece of copy?"

When continuity of illustrative make-up is handled as in the case of the two advertisers noted above, there need be no fear of a series becoming monotonous.

No two compositions are the same, save for the use of a common theme.

It seems to be one of the surest methods of establishing the identity of a trade-mark or a symbol. These advertisers want the public to concentrate upon a name, a brand, a means of quick and infallible identification.



**T**he Wills Sainte Claire, C. Harold Wills has given to the world a new conception of lusty motorings. And the emblem that he has put on the radiator—the wild gray goose, embodiment of speed and endurance, typical of the beautiful Sainte Claire region, The Northland, fittingly symbolizes Mr. Wills' distinguished achievement in motor car design and construction. The Wills Sainte Claire is the car that you always have hoped for—but never really expected to find.

The motor is a 6 cylinder in direct line with overhead valves and camshaft. Drive is from front end. Steering, Double Gear, 4 Forward Motion, 2 Reverse Gear, and the Motor with a Shifting Safety Valve.

**C. H. WILLS AND COMPANY**  
Jolietville - Michigan

## WILLS SAINTE CLAIRE

THE GRAY GOOSE HAS BECOME KNOWN, THROUGH ADVERTISING, AS THE WILLS SAINTE CLAIRE EMBLEM

the frame for his pictorial subjects.

Another automobile, the Wills Sainte Claire, early adopted the wild goose as a symbol, and has made the pictorial idea perform loyal service in the unifying process throughout connected campaigns.

Many people have questioned the use of the bird as an emblem. It was too far afield from the subject in hand. The advertiser, however, occasionally validates the idea in this fashion:

"In the Wills Sainte Claire, C. Harold Wills has given to the world a new conception of luxurious motoring. And the emblem he has put on the radiator

Apr. 20, 1922

PRINTERS' INK

51

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NUMBER SIXTEEN OF A SERIES

---

MERCHANDISING SERVICE—

*Another reason for the  
Boston American's*

# Proved value to Advertisers

The BOSTON AMERICAN'S Promotion Department maintains vital, intimate connection with nearly 10,000 dealers. Three monthly publications—the Grocer Link, the Druggist Link and the Tobacco Link—supply dealers with live merchandising and advertising news. No other Boston paper has such publications.

Trained field men are in constant personal touch with the trade. Statistics and certified reports proving that the AMERICAN does get actual dealer enthusiasm and co-operation may be had on request.

*A Remarkable 3-cent Evening Newspaper*

## BOSTON AMERICAN

*Research and Promotion Departments at Service of Advertisers*

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*Irvin S. Cobb is America's most genial humorist. "The Bear That Hunted Me" in May Cosmopolitan finds him at his best.*

# "I Like It: Also"

CLOVERPORT, KENTUCKY.

Farm Life,  
Spencer, Indiana.

Dear Editor:

Please find enclosed Mrs. Stoy Hawkins' subscription for another year. The paper is sure fine. The "Ben-Puttin-It-Off" stories are worth what you ask a year besides the other good reading. I like it better than any other farm paper we take or I have ever read. Also the kiddies like it. Wishing you success, I am,

Yours truly,

MRS. STOY HAWKINS.



1106 S. ORCHARD ST.,  
URBANA, ILL.

Farm Life Publishing Company,  
Spencer, Indiana.

Gentlemen:

I am a senior here at the University of Illinois and often read the periodicals in the Agricultural Library. Today I picked up the February number of Farm Life, and in five minutes I realized I had been missing something exceedingly worth while. It is a discerning and exceedingly encouraging magazine for everyone: farmer, butcher, baker and candlestick maker. Please send it to me for a year beginning with the February number. Wishing you success, I am,

Yours sincerely,

ELDRD B. BAKER.



SPENCER, IND.  
**Farm Life**

# the Kiddies"

**F**ARM LIFE is for the whole Farm Family—for the managing farmer himself, for his boy at the agricultural college and for his wife, his daughters and his little ones.

With its readers it stands first among farm papers, as Mrs. Stoy Hawkins testifies in the letter reproduced on the opposite page.

Farm Life sells for its advertisers everything that people in comfortable circumstances buy—and on many advertising lists it now leads all other publications in sales produced per dollar spent.

Farm Life is one of the best printed and best illustrated farm publications. It gives your copy the best possible reproduction and display—in an atmosphere which you would like to have surround it.

## THE FARM LIFE PUBLISHING COMPANY



THE JAMES M. RIDDLE COMPANY  
Advertising Representatives



New York Chicago St. Louis Atlanta Kansas City San Francisco Cleveland

# e Farm Life

SPENCER, IND.

## In Connecticut, Conditions are Right, *Right* Now!

**W**HILE so many industrial centers are just beginning to show signs of recovery, Connecticut *is* back to normal—and *has been* for nearly a year. Times are right, **RIGHT NOW** for increased sales and for new sales, providing, of course, you go after them.

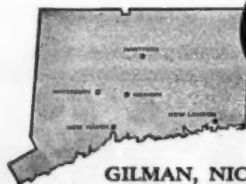
Realizing this, isn't it time to get down to facts—to cut out the fads and frills of sales promotion work and put your campaign where you can get thorough coverage of a *sure* market at low cost.

Now it so happens that 74% of Connecticut's population is located in the five principal trading areas—Hartford, New Haven, Waterbury, New London and Meriden. And these five areas are the very ones which the Connecticut five-star Combination covers so ideally—with the

HARTFORD COURANT      NEW HAVEN JOURNAL-COURIER  
WATERBURY REPUBLICAN      NEW LONDON DAY  
MERIDEN RECORD

*If you want to know more of this market  
and how well it can be covered on a  
small appropriation, drop a card today to*

*The*



C

ONNECTICUT

FIVE - STAR

OMBINATION

**GILMAN, NICOLL & RUTHMAN, Representatives**

342 Madison Ave.  
New York

73 Tremont St.  
Boston

7 So. Dearborn St.  
Chicago

# Backing Up the Package with Advertising

The Most Handsomely Designed Container Cannot Be Expected to Shoulder the Entire Selling Burden

April 6, 1922.

Editor of PRINTERS' INK:

One of our clients, manufacturing a packaged food product, for whom we have recently been doing a small amount of advertising is going to hold a directors' meeting soon. The advertising manager has figures which show very clearly that since the advertising was started, sales have increased and the advertising cost per package is getting smaller each month. However, he is anxious to have facts and figures on other packaged food products, and hence this letter.

Can you send us reprints, back copies or any information that will indicate the experiences of other concerns introducing a new packaged food product. You see the directors of this company are not completely sold on the advertising and we want to marshal every bit of helpful data we can put our hands on.

A BRIDGE with the centre span missing may be a most imposing looking structure, as far as appearances go, but when it comes to utility its value is nil. The unadvertised packaged food product, or any other article of merchandise put up in a package, for that matter, represents a closely similar state of affairs. Of course, a well-planned package, favored by conspicuous display in the retail store, is bound to result in more sales than would be secured were the product heaped in a barrel and kept out of sight.

However, even the most attractive carton has its selling limitations. It can do just so much and no more. In the first place, the package will not be allowed to make the most of its appearance unless the retailer is favorably enough disposed toward it to give the carton a conspicuous spot on his shelves. Now the average merchant is not in the habit of reserving the best display spaces in his store for some unknown brand. Manufacturers of even well-advertised commodities will testify to the intense competition for space in favored sections of the store.

In the grocery field this competition is particularly severe. (We assume the food product manufactured by the client of this agency is distributed through the grocery trade.) And if so the company is fighting with hundreds of manufacturers for that precious space. A large percentage of these are national advertisers. Since that is so, it is hard to fathom how this manufacturer can be sanguine enough to expect favoritism for his product.

It would seem quite safe to believe that in the majority of the stores in which this product is sold the packages are given merely ordinary display. Where the package can get in even its limited ability to increase sales, under such circumstances, is difficult to see. And depending on the tender mercies of the retailer to push the article—well, there's a limit, and a well-defined limit, as to what may be expected in that direction.

Then there is the problem of securing additional distribution. The manufacturer of a new food product that is unadvertised always finds his prime obstacle to be the dealer or jobber who says: "I haven't had any calls for your merchandise. Create your demand and I'll be glad to stock it."

The New England Breakfast Food Company, Somerville, Mass., met this very obstacle when its product, Fruit Nut Cereal, was placed on the market. Distribution came very slowly because advertising had not been employed to create consumer acceptance or consumer demand. In fact, so hard was the going that the company literally had to break into the market through a side door. This was possible only because the product had medicinal value. The plan was to secure the co-operation of physicians. This was accomplished by calling on the

doctors personally, and leaving with each physician several packages for personal use. The company hoped that would induce the doctors to recommend the cereal to their patients.

To a degree the idea worked out. Some very fine testimonials were received from physicians and a tidy little business was built up. It was realized, however, that advertising would have to be employed if the food was to be put on the market in a really big way. Merely in the way of a try-out, the company decided to inaugurate a newspaper campaign just to see what would happen. The copy appeared in only one Boston newspaper, and a few dailies outside of the city. The advertising ran for three months. The amount invested was exceedingly small. Yet the volume of business trebled. In fact, the advertising had to be stopped because the company could not begin to take care of the demand the publicity created. One jobber wanted to take a thousand cases a month. His proposition was turned down because the goods could not be supplied. A large Boston grocer who handled Fruit Nut Cereal previous to the campaign placed orders in ten-case lots. Shortly after the advertising started his orders increased to twenty-five cases.

The shelves of the average grocery bear witness to innumerable similar stories. In fact there is probably no better method of convincing the advertising skeptic of the error of his ways than to conduct him on a tour of most any grocery store. No more convincing testimonial to the power of advertising could be secured. Two out of three of the packages on the shelves got there through the use of printers' ink.

Perhaps one of the most remarkable examples of what advertising can do is the way Jiggtime, a Hecker Cereal Company product, broke into the New York market. The Metropolis is not the easiest market in the world to enter. Yet Jiggtime turned the trick in twenty-one days. Eighty per cent distribution was secured

in the metropolitan chain stores in the first few days. Repeat orders were received from one chain four days after the advertising started. Hecker was already manufacturing and marketing ten packaged products. Most of them were nationally known, due to the extensive advertising they had received. That, coupled with the intensive campaign that appeared in New York simultaneously with the distributive efforts, put Jiggtime in practically every worthwhile store inside of three weeks.

The success that the California Associated Raisin Company has met in marketing the Sun-Maid nickel seller is evident at every hand. With the first appearance of the new package on the market a big advertising campaign was started. A few weeks after the first carload was offered to the trade, facilities were taxed to meet the demand. According to Stanley Hugh Grady, sales and advertising manager, orders for three hundred million packages were placed for the little Sun-Maids from September 1 to October 1.

Quite often the manufacturer of a non-advertised product is entirely ignorant of its sales possibilities. The business registers a small sales increase each year and to all appearances the market is absorbing just about as much as can be expected. The organization settles down to a humdrum existence satisfied in the knowledge that everything possible along the lines of business stimulation is being done. Every once in a while a company in this position takes a plunge into advertising and all sorts of unexpected things happen.

One instance of this type is that of the Mickelberry Food Products Company, Chicago, maker of a special sausage. Twenty-five years ago William Mickelberry found in his mother's recipe book the directions for making the sausage. He succeeded in interesting neighborhood retailers. The quality of the sausage induced repeat orders. The business grew slowly, solely on the reputation of the goods and by personal salesmanship. In twenty-five years it

## A SLICE FROM THE LIFE OF AN ALL-FICTION MAGAZINE READER



THE artist has pictured with astonishing lucidity the practice and custom of one-third of our readers.

In other words, 750,000 of our readers buy each issue of their All-Fiction magazines at 16,000 drug stores. And, at the same time and place, they buy the articles advertised in their pages.

These facts have recently been developed in our famous "1001 Investigation." We will show them to you upon request. Ask today!

The  
**ALL-FICTION FIELD**

280 Broadway, N. Y. City  
1152 Peoples Gas Bldg.,  
Chicago



had become thoroughly established. Apparently there was nothing much else to do other than see to it that the business did not slide backward.

No advertising had been attempted all this time. It was felt the rather high retail price served as a bar to additional sales. A few months ago, however, a newspaper campaign was run over a period of several weeks. Previous to the appearance of the copy eleven salesmen were drilled in every detail of the advertising and then sent out to secure distribution which was to be completed before the advertising would begin. In fourteen days 1,382 new dealers were obtained.

For several years the Widlar Company, of Cleveland, had been putting out a number of grades of coffee under one brand. Each grade was given a different name. This arrangement had not proved satisfactory. It was decided to adopt a new brand and concentrate all sales and advertising effort on that one grade. The new name was "C.W. Brand."

One city at a time was selected and every ounce of sales and advertising effort concentrated there until the trick was turned. The efficiency of the system employed is indicated by the fact that in Cleveland, where a goal of 1,400 new stores had been set for the campaign, at the end of the special week's effort the company had placed "C.W. Brand" coffee in 1,476 new outlets. A few weeks later, with no additional solicitation and solely because the advertising was kept on running, the total grew to 1,550.

This is a splendid example of what can be done in an advertising and merchandising way when only a limited appropriation is available or when the company does not desire to sink all its money at one throw. A complete outline of the procedure followed appeared on page 34 of *PRINTERS' INK* for April 8, 1920. The plan is adaptable to a wide variety of products.

The Hills Brothers Company, New York, Dromedary Dates, is

another organization that can testify in no unmistakable terms to what advertising can do for a packaged food product. Ten or fifteen years ago dates were associated, in this country, with just two holidays, Thanksgiving and Christmas. A retailer who had any quantity of dates on hand in January lamented his fate, knowing there would be a very limited demand until the following autumn. Hills Bros. thought there ought to be an all-the-year market for dates in the United States. According to J. M. Hills, secretary of the company: "We quickly found the answer to our problem to be a package and liberal advertising. Dates are now sold twelve months throughout the year. The annual consumption has been increased tremendously. The grocer's sales have been increased, and at the same time his selling costs on dates reduced."

These are just a few instances taken from the files of *PRINTERS' INK*. There are hundreds of additional examples that could be drawn upon for further facts and figures. However, no one would think of taking a year off in which to gather statistics illustrating the advantages of a system of running water in the home as compared to the old-fashioned well in the backyard. There is just as little need for a voluminous work on the advantages of backing up a package with judicious advertising.—[Ed. *PRINTERS' INK*.]

#### F. J. Mooney Joins Grandin-Dorrance-Sullivan

Frank J. Mooney, for many years with MacManus, Inc., Detroit, and later with the Detroit office of Critchfield & Co., has joined the Western staff of Grandin-Dorrance-Sullivan, Inc.

Mr. Mooney has also been advertising and sales manager of the Hupp Motor Car Co.

#### R. H. Thomas Heads Richmond Club

R. H. Thomas, advertising director of the Richmond, Va., *Dispatch*, has been elected president of the Richmond Advertising Club to succeed Silas T. Leaming, who has become secretary of the Providence, R. I., Better Business Bureau.

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*Largest daily circulation in America and at three cents a copy*

# 654,952

Average daily net paid circulation of the

## NEW YORK EVENING JOURNAL

*This circulation was for six months ending March 31, 1922;  
compared with the previous six months it showed an average*

### Gain of 21,869 daily

Here are the Government Circulation Statements of all New York  
evening papers for six months ending March 31, 1922:

EVENING JOURNAL	654,952	Daily Gain	21,869
EVENING WORLD . . .	280,727	" LOSS	9,144
SUN . . . . .	180,442	" LOSS	2,811
GLOBE . . . . .	149,882	" LOSS	27,184
MAIL . . . . .	147,760	" LOSS	20,313
TELEGRAM . . . . .	107,710	" LOSS	8,477
POST . . . . .	35,006	" Gain	2,300

*The average daily net paid circulation of the Evening Journal is  
more than the total combined circulations  
of the  
WORLD, SUN, GLOBE and POST!*

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## Safe Dealer Gets Bankers' Aid in Sales Campaign

Copy Supplied by Answers to a Questionnaire

By Roy Alden

**A**N unusual sales campaign on safes, in which the co-operation of the bankers was enlisted, was recently conducted with marked success by the Los Angeles Desk Company, one of the largest retail dealers in office equipment and office supplies in southern California.

The officials of the company, in shaping their campaign, decided the bankers in their trading territory could wield a great influence in stimulating sales of safes if they were properly approached. While surrounded on all sides with safes, the average banker, it was contended, does not consider the importance of a client's possession or non-possession of a safe when extending credit. To emphasize this importance to the banker in an indirect and inoffensive manner, and to obtain material for newspaper and circular advertising matter, the Los Angeles Desk Company sent out the following letter to more than 300 bankers in its trading territory:

"Our investigations have shown that a number of firms in this section are doing business without adequate protection for their records. While the exact percentage is not available, it is, without question, considerable.

"In view of the seriousness of this condition, we believe you will have no hesitancy in filling out the enclosed questionnaire. We assure you it will be kept strictly confidential."

The questionnaire contained the following questions:

Would you loan money to a firm which did not protect their records?

Would you consider it a good financial risk?

Would you consider it a good moral risk?

In your opinion, is it not as essential to protect records as it is to carry fire insurance?

Comments were requested.

Fully 75 per cent of the questionnaires sent out were returned completely filled out by the recipients. Several bankers took occasion to write personal letters to the desk company expressing their appreciation for bringing the importance of possession or non-possession of safes by clients to their attention.

The results of the inquiry provided excellent material for newspaper advertising and for circular matter. It also developed a feeling of security among the salesmen that they could with confidence suggest to a prospect that he consult his banker regarding the advisability or the necessity of purchasing a safe. In two instances the company learned that bankers had loaned money to clients—small business men—to use in purchasing safes, as a result of the activities of the safe salesmen.

### Edwin L. Lewis Promoted

Edwin L. Lewis, at one time successively assistant sales manager, sales manager, central distribution manager, and finally assistant general manager of the Packard Motor Company, has been advanced from general passenger agent of the Philadelphia & Reading Railway to passenger traffic manager, succeeding Edson L. Weeks, retired by request.

### To Advertise Investment Securities

The advertising account of Edward B. Smith & Company, Philadelphia, investment securities, has been placed with the Hall & Parker advertising agency, of the same city. A campaign in Philadelphia and other Pennsylvania cities has been started.

### R. C. Crane with Kleinman Agency

R. C. Crane, formerly in the contact department of the Charles Blum Advertising Corporation, Philadelphia, has gone with the Kleinman Advertising Agency of the same city in a similar capacity.

most paid  
subscriptions  
of any  
oil paper

Why?  
Highest editorial  
value

*Members A B C. and A. B. P.*

812 Huron Road  
Cleveland, Ohio

*District Offices.*

TULSA, OKLA. CHICAGO  
608 Cosden Bldg. 432 Conway Bldg.

NEW YORK HOUSTON, TEX.  
342 Madison Ave. 614 Beatty Bldg.

*Department Store Advertising for First Three Months 1922:*

	Inches
Metropolis, 6 days.....	17,606
Times-Union, 6 days.....	4,782
Times-Union, Sundays....	6,564

(Measurements by De Luser Bros., Auditors)

When the Jacksonville department stores consistently run more space in the evening Metropolis in six days every week than in the morning Times-Union seven days, isn't that a splendid guide for the national advertiser? (The Metropolis has no Sunday edition.)

## The Florida Metropolis

Florida's Greatest Newspaper

### Tangible Results

"Metropolis advertising certainly is a paying proposition," said Levi H. Mumma, advertising manager for the Leonard-Fitzpatrick-Mueller store in Jacksonville.

"As witness: I advertised a sale of dresses exclusively in The Metropolis this week. There were only 100 dresses to be sold, and we decided to concentrate the advertising in The Metropolis for this sale. The result was

that the entire lot was sold in exactly 30 minutes after the sale started, or more than three dresses per minute. We could have sold 1,000 as easily, if one might judge from the crowds that were on hand for the sale.

"Of course, we offered a value, but the point is, the people read it in The Metropolis, and knew it was true; so they came and bought."

*The Metropolis is a Member of the Associated Dailies of Florida, S. N. P. A. and A. N. P. A.*

### E. KATZ SPECIAL ADVERTISING AGENCY

Established 1888

Chicago  
Kansas City

New York

Atlanta  
San Francisco

# How a Mail-Order Concern Can Build a Local Business

Gordon-Van Tine Co. Makes Strong Combination of Newspaper, Catalogue and Telephone to Sell Construction Material in Home Town

By G. A. Nichols

CAN the mail-order house profitably and safely veer away from the main issue far enough to go after the local trade in a constructive way?

The Gordon-Van Tine Company, mail-order lumber and building material dealers of Davenport, Ia., has answered the question by making a standing start and gaining a business of more than a half million dollars a year in a local population of 200,000.

The company has distributed its catalogue throughout Davenport and also through Moline and Rock Island, just across the Mississippi river in Illinois. It now is backing up the catalogue with page newspaper advertising and is inviting the people of the three cities to order over the telephone anything from a pint of paint to material for a complete building.

Experienced mail-order men will need to read no farther to see that Gordon-Van Tine thus apparently has overcome the objection that has kept some of the principal mail-order houses from going after the local trade. A mail-order house, from the very nature of things, cannot have large numbers of retail customers going through its plant buying goods. The merchandise is carried on the warehouse plan and is not shown as in a regular retail store. For a mail-order house to make a serious attempt to go after local business by bringing the people into actual contact with the merchandise as is the case in the retail store, would involve such radical changes in method that one can easily see why it has not been attempted.

But Gordon-Van Tine has got around the objection by persuading the people in the local

territory to select their merchandise out of the catalogue and to telephone in their orders. If they visit the company's city sales rooms they are shown the catalogue instead of the merchandise and their orders taken accordingly.

For a number of years Gordon-Van Tine refused to sell goods at retail locally. But considerable demand developed and finally it was decided that it might be possible to do a little business locally with a fair profit. The company established what it called a Tri-City sales department to handle business in the three cities named which composed one large community. Delivery trucks were purchased, advertising was done in the local newspapers and a fair volume of business was worked up. A retail salesroom was established. It was laid out much as any other store would be, showing hardware, paints and general building material. The salesroom was an adjunct to the yard in which the main stocks of lumber were kept.

## GROWTH OF LOCAL BUSINESS

It was not a great while before the telephone orders grew to an extent that attracted the company's attention. Apparently people would read the newspaper advertisements, send for a catalogue and then use the telephone rather than take the trouble to go to the store. In fact the company found itself becoming a local mail-order business, with the exception that the telephone instead of the United States mails was the medium of communication.

With this discovery the retail store was revamped entirely. Most of the merchandise and display

cases were moved out. The store was made over so as to become practically a handsome reception room. The salesmen are seated at desks and each has a telephone. Any customer who comes in is sold entirely out of the catalogue but at least half of the orders are taken over the telephone.

In building up local business from nothing to more than half

This is where our newspaper advertising comes in. Once the catalogue is sold to the people, the use of our telephone mail-order system comes naturally."

This spring in order to develop the home market to the utmost under the new plan the company decided to deliver its sundries catalogue of building material to every home in the district with

the exception of the larger apartments and the poorer sections. To dramatize the effort the boys who delivered the catalogues were dressed in Zouave costume and the delivery was tied up with a newspaper campaign. Some teaser advertisements were run, followed by page advertisements telling people to watch for the Zouave with his book of 5,000 building material bargains. The catalogue distribution now has been made but the newspaper campaign will continue throughout the spring, 1,000 lines being run twice a week.

Somebody is likely to rise in his place right here and inquire why a similar plan could not be worked

out for the city department store or for even the smaller retail store. It doubtless could if the store wanted to go to the expense of issuing a catalogue containing all its merchandise offerings. There would be danger here, however, because such a catalogue would tend to keep people away from the retail store and confirm them in the mail-order system of buying—which is just what the average retailer wants to avoid.

The mail-order house, though, has everything to gain and nothing to lose. It has the catalogue anyway, and every dollar's worth of business it can gain from its



Read for the General! Every Home in Davenport Will Have

**This Book of 5,000 Building Material Bargains**

It tells you in plain English the latest news of all the new building materials, the latest prices, the latest methods of building, and the latest news of the building industry.

**Call Davenport 190**

Buy Bargains Without Being Jeered! Free Delivery—Prompt Service

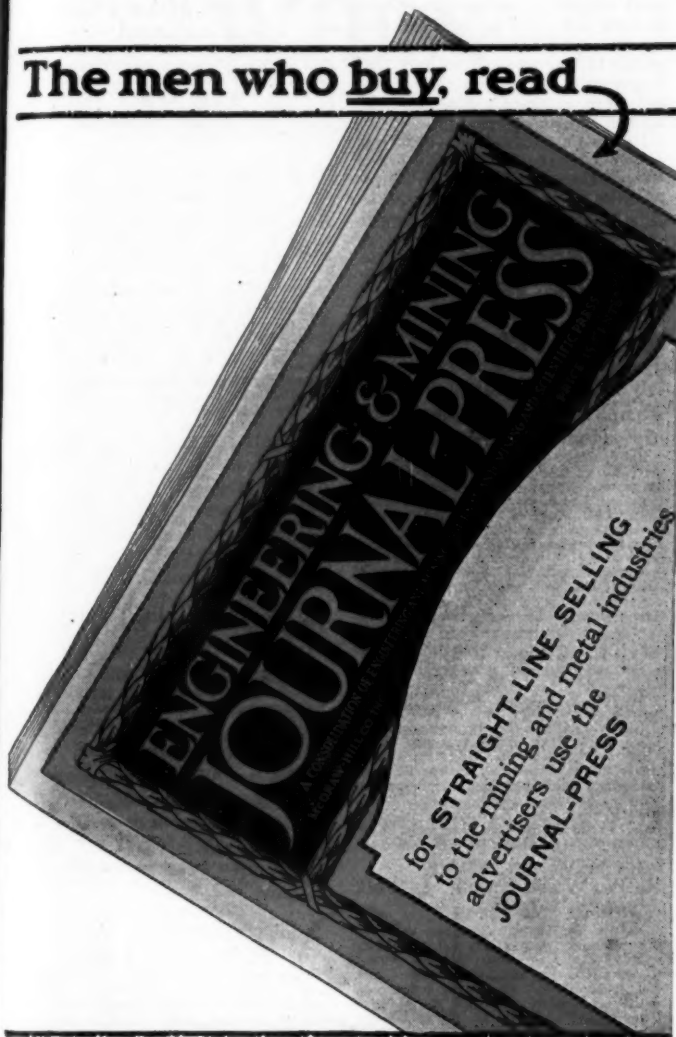
**Gordon-Van Tine Co.**  
Satisfaction Guaranteed or Money Back

MAIL-ORDER COPY FOR LOCAL SALES

a million dollars a year Gordon-Van Tine has gained distribution through the consistent use of local newspaper advertising.

"So far as I am able to determine," says W. A. Wilkinson, advertising manager of the company, "we buy more space in our home newspapers than does any other building material concern in the country with the possible exception of Harris Brothers in Chicago. We do this that we may provide a background for our catalogue appeal. Sending our catalogue to the people of Davenport, Moline and Rock Island is going only part of the way. We must merchandise the catalogue.

# The men who buy, read



**A McGraw-Hill Publication**

McGraw-Hill Company, Inc. Tenth Ave. at 36th St. New York

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local district is so much velvet. It does not need to worry about the catalogue possibly influencing people to stay away from its store. Experience has shown that a retail store catalogue proposition is loaded with dynamite.

But as a method of capturing city retail trade for the mail-order house, the newspaper-catalogue-telephone scheme seems to be as sound as the well-known American dollar. Its strength lies in the fact that it adds power to the mail-order house's exclusive selling medium which is the catalogue. If the retail store would try a similar plan then it would be dividing its forces and weakening its main appeal.

### San Francisco Investment House Appointment

Ralph P. Anderson has become advertising and publicity manager of Stephens & Company, San Francisco investment house, with branches in Oakland, Los Angeles and San Diego. Newspaper space will be used in each of the cities named, as well as in other parts of California. Mr. Anderson was previously with the K. L. Hamman Agency, Oakland, and was formerly advertising manager of the Sacramento-San Joaquin Bank, Sacramento.

### G. L. Brown Will Leave New York Club

George Lippincott Brown has resigned as secretary of the New York Advertising Club. He became secretary of the New York Club a year ago. Previous to that time he had been advertising manager of the Horace L. Day Company, sales manager of the automotive lubricants division of L. Sonneborn Sons, Inc., New York, and had been engaged in sales research work for the B. F. Goodrich Rubber Company.

### R. W. Walsh with R. L. Polk & Co.

Robert W. Walsh, formerly advertising manager, respectively, of the Maxwell Motor Co., The Briscoe Motor Corporation, and the King Motor Car Co., has resigned his recent connection with the Detroit office of the Service Corporation of Troy, N. Y., to become advertising manager of R. L. Polk & Co., Detroit, publishers of city directories and mailing lists.

### Joins Craftsman Studio

J. C. Gottsdanker has resigned as a member of the art staff of the Advertisers' Bureau, Detroit, and has joined the Craftsman Studios, Inc., Detroit.

### A. W. Boden Makes a Change in Richmond

A. W. Boden, who has been president of the Southern Advertising Service, Inc., of Richmond, Va., is now associated with the Virginia Stationery Company, of Richmond, as sales and advertising manager. Mr. Boden was formerly advertising manager of The C. F. Sauer Co., manufacturer of flavoring extract.

The Southern Advertising Service is now operating under the direction of N. DeWitt Farrar, secretary and treasurer. John W. Hamilton, former vice-president, has succeeded Mr. Boden as president of the company.

### New Soap Flake Advertiser

Preliminary work in connection with the advertising of Lysander Kemp & Sons, Inc., Cambridge, Mass., on behalf of Kemp's Sudsy Soap Flakes, has been begun by the Derby Brown Company, advertising agency, Boston, Mass. The manufacturer is obtaining distribution in New England.

### Bias Narrow Fabric Co. Begins Campaign

The Bias Narrow Fabric Co., New York, has appointed The Byron G. Moon Co., Inc., advertising agency of Troy, N. Y., to handle an advertising campaign that has started in business papers and about twenty-five newspapers in leading cities.

### H. V. Coffy with De Wolf & Co.

Harry V. Coffy, who for twelve years has been with the advertising and publicity department of H. M. Byllesby & Company, has become associated with De Wolf & Company, as manager of advertising and mail sales.

### Plan to Advertise Vermont As a Summer Resort

An effort to form a co-operative organization of hotel men who will work together to advertise Vermont as a summer resort has been begun. R. H. Darrah, of Chester, Vt., is heading the movement.

### Sulpho-Napthol Co. Appoints N. W. Ayer & Son

The Sulpho-Napthol Company, of Boston, manufacturer of Cabot's Sulpho-Napthol, has placed its account with the Boston office of N. W. Ayer & Son.

Net profits of \$2,678,351 for the calendar year of 1921 are reported by the Postum Cereal Company. The net profits of the parent and subsidiary companies for the first two months of the current year were \$382,184 and surplus after preferred dividends for January and February amounted to \$359,317.

# WHEN

## *is an Advertising Manager?*

Back in 1907 I refused to continue as "assistant" to an Advertising Manager who wasn't allowed to manage. I was offered a \$5 raise to stick. But I had found a smaller firm that would pay me \$15 a week for part time, and I knew there were others. So I tried being part-time Advertising Manager for three or four.

My work was amateurish. But even my old boss admitted most of it was better than his—because I had a chance to do the best I could. Unrelated details were never dumped upon me. Most of the off-hand ideas that might have been forced upon me never reached me, because I wasn't around when somebody happened to think of them.

That was all fifteen years ago. But it taught me a lesson I shall never forget. I know an Advertising Manager can only be such *when* he is given time to think—*when* he is permitted to plan for his firm's

advertising needs as he sees them—*when* he has the backing of the principal executives. And that conception of an Advertising Manager's work is the governing spirit of this agency.

We have many time-saving ways and methods that reduce detail work for the Advertising Manager. We lay special stress on helping him get a united advertising opinion in his own organization—and holding them to it. It is part of

### *The Hoops Method of Constructing Advertising*

With this method of ours we get down in black and white what is wanted, what it is agreed constitutes good advertising for the firm. And our method goes forward to getting into the advertising the wanted ideas.

I believe any Advertising Manager or other executive who will give us the time to explain our method, will say it is the closest thing to advertising science he has ever seen in operation. Don't you think this might be appreciated in your firm?

WALTER W. HOOPS

# HOOPS

ADVERTISING COMPANY · EST · 1908

Charter Member—American Association  
of Advertising Agencies

50. DEARBORN ST.



National Outdoor Advertising Bureau  
Audit Bureau of Circulations

C H I C A G O



Most Widely  
Quoted in  
Foreign Press

# PUBLIC

The staff of the Public Ledger has been called "as brilliant an array of notable journalists and publicists as any single newspaper has ever brought together."

Wythe Williams, special correspondent of the Public Ledger, recently cabled from Paris as follows:

"The Public Ledger leads all American and English newspapers this week in the quotations from the English language press appearing in Continental newspapers. The Havas Agency, and its connections, covering virtually all of Europe, give the Public Ledger the leading position in cable reports of the editorial comment on the Conference, especially on the Public Ledger article supporting the justice of Rene Viviani's 'fervent' speech at the conclusion of the quadruple entente.

"It is notable that the Public Ledger is quoted above the British Press, which because of the short time between Paris and London usually receives most attention in the reflection of Anglo-Saxon opinion on questions of world importance."

# LEDGER

PHILADELPHIA

CYRUS H. K. CURTIS, *Publisher*

## *The Higher the Per Cent the Weaker the Investment*

This aphorism needs no supporting argument.

But here is a corollary: *The cheaper the printing, the weaker its pulling power.*

Here is food for thought.

We shall not enlarge on the theme. Each buyer of printing must think it out for himself. If the proposition be true—then much money is wasted in buying printing which accomplishes too little.

It may be conceit, partiality, or what you will, but we honestly believe that our printing does "get across," and is worth more than it costs.

### **Charles Francis Press**

*Printing Crafts Building • Telephone Longacre 2320*

**461 Eighth Avenue, New York City**

# Manufacturers Join in Advertising Fine Box Stationery

The Use of Papeterie for Gifts to Be Principal Appeal

THE Fine Stationery Manufacturers' Association is undertaking an advertising campaign to sell more writing paper in boxes. The advertising is to appear in several national publications during the coming fall. "The Write Gift" is the slogan that will be emphasized in this drive. The use of stationery for gift purposes, particularly for holiday giving, will be the subject matter of the copy.

Fine boxed stationery has always been regarded as desirable merchandise for gifts. In recent years, though, manufacturers in so many various lines have been getting in on the gift market that stationery has suffered somewhat from the competition. The gift idea has gradually been extended into practically every field. Several new products have been shoved into the market solely on the gift appeal. Many of these newcomers have been energetically advertised. Not only has fine stationery been out-advertised in the scramble for the gift market, but the aggression of competitive products has taken away some of its display space in retail stores.

To be sure, a few manufacturers, such as the Eaton, Crane & Pike Company, have advertised splendidly on their own account. But the industry is a large and important one and there was reason to believe that it should be doing more collectively to impress the desirability of its product both on the trade and the consumer. Hence this advertising campaign. About twenty well-known manufacturers are contributing to the fund.

There are several sales arguments that could be used in behalf of fine stationery. Of course the bulk of writing paper in boxes is purchased by individuals to be used for their own correspondence. Most people, however, will not buy the best paper for their own use, although the promotional efforts

of the manufacturers have gradually been trading up to the average purchaser. Undoubtedly people could be stimulated into buying more writing paper for personal use. For one thing, perhaps they could be taught to write more letters. But promotion of this kind would not quickly produce results. By all odds, the easiest papeterie sales susceptible of immediate expansion are found in the gift market.

The giving of gifts is rapidly on the increase in this country. The time was when most folks never gave a gift except as a Christmas present. Now, however, there are countless occasions for gifts—weddings, birthdays, graduations, anniversaries, Easter, Valentine's Day, Thanksgiving, etc. These days the man who is away for a day or two on a business trip wouldn't think of returning without a little present for the wife and children. Most harassed husbands find it necessary to bring home a peace offering every Saturday to maintain the family equilibrium over the week-end. And a peculiar thing about us moderns is that a gift is not acceptable unless it bears the earmarks of quality. If it smacks of cheapness, its value for gift purposes is greatly reduced.

## ASSOCIATION WOULD REVIVE GIFT MARKET

Obviously, then, this gift market is a good thing for the Fine Stationery Manufacturers' Association to tie up to. Even though people will not buy the best boxed paper for their own use, they will buy it when they wish to give it as a gift. Also, many persons who never purchased good stationery for themselves will be glad to get it as a present. Thus they will become familiar with the luxury of fine writing paper. Having acquired the habit, perhaps that is the kind they will buy for them-

selves in the future. Building up a gift market is an excellent means for a manufacturer to use in sampling his product to non-users.

A part of the campaign is to get retailers to back up the national work with local displays and other neighborhood advertising. Early in August, dealers will be sent an assortment of twelve window and counter-cards, each bearing some such message as: "The Write Gift' Boxed Writing Paper 25 cents to \$25." A broadside is also being mailed, outlining the campaign and giving several display suggestions. The advertising will run from September 1 to Christmas. The concerns listed on the broadside as participating in the joint effort are the American Papeterie Company, Albany, N. Y.; Berlin & Jones Envelope Company, New York City; Birnie Paper Company, Springfield, Mass.; Coyle & Grant Company, Inc., New York City; Z. and W. M. Crane, Dalton, Mass.; Eaton, Crane & Fike Company, Pittsfield, Mass., and New York City; Hampshire Paper Company, South Hadley Falls, Mass.; Kalamazoo Stationery Company, Kalamazoo, Mich.; Morgan Stationery Company, Springfield, Mass.; Montag Brothers, Atlanta, Ga.; National Papeterie Company, Springfield, Mass.; Powers Paper Company, Springfield, Mass.; Marcus Ward, Inc., Long Island City, N. Y.; Samuel Ward Manufacturing Company, Boston, Mass.; Western Tablet and Stationery Co., St. Joseph, Mo.; Charles E. Weyand & Company, New York City; Whiting & Cook, Holyoke, Mass.; Whitney Manufacturing Company, Worcester, Mass.; White & Wyckoff Manufacturing Company, Holyoke, Mass., and Chas. T. Bainbridge's Sons, Brooklyn, N. Y.

### White Mountain Freezer Agency Appointment

The White Mountain Freezer Company, Nashua, N. H., has placed its advertising account with the O'Keefe Advertising Agency, Inc., Boston.

This agency also is directing a campaign being conducted for A. N. Pier-son, Cromwell, Conn., for plants and trees.

### Burnet-Kuhn Will Handle World Tire Account

The Burnet-Kuhn Advertising Company, Chicago advertising agency, has secured the account of the World Tire Corporation, Chicago, chain tire stores organization. Newspapers and magazines will be used.

### Hugh Chalmers in Fruit Cake Business

Hugh Chalmers, former general manager of the National Cash Register Company, and former president of the Chalmers Motor Company, has become a director of the Hazen J. Titus Fruit Cake Company.

### New Publication from Indianapolis

*The Management and the Worker*, a new publication "devoted exclusively to the relations of management and the worker," will be published about June 1 by Russell J. Waldo, of Indianapolis.

### Brigdens, Limited, Appoints Lloyd G. Janes

Lloyd G. Janes, for the last fifteen months on the advertising staff of MacLeans Technical Newspapers, Toronto, has joined the service department of Brigdens, Limited, Toronto.

### Joins Boston "American"

Frank Dunn, formerly of the staff of the Saxe Advertising Agency, Inc., Boston, Mass., has become a member of the advertising department of the Boston American.

### D. E. Wood with Automobile Blue Books, Inc.

D. E. Wood has been appointed Western advertising manager for Automobile Blue Books, Inc., Chicago. Mr. Wood was formerly a post-office inspector in the field.

### Chicago Agency Will Close

H. Walton Heegstra, Inc., Chicago advertising agency, will close on April 30. Mr. Heegstra plans to spend the next two years in traveling around the world.

### Death of Richard D. Knight

Richard Dexter Knight, founder and president of the Livermore & Knight Company, printers, Providence, R. I., died at Providence on April 10.

### Pioneer Soap Company Appoints Dayton Agency

The Pioneer Soap Co., Dayton, O., has placed its account with The J. Horace Lytle Company, Dayton.

D, 1922

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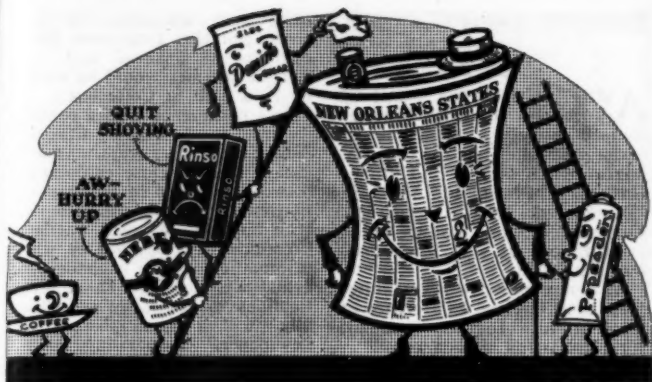
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Apr. 20, 1922

PRINTERS' INK

75



## New Buy-Words For 62,000 States Readers

The number of new campaigns launched in the columns of the States in recent months are significant of the great gains that have been made in States circulation. Among the new advertisers:

Demino Sugar and Syrup  
Hebe Milk Compound  
Associated Coffee Growers and Roasters  
Pepsodent Tooth Paste  
Fruit of the Loom  
Gentlewoman's Magazine  
Stanocola Polarine and Gasoline

Texaco Gasoline  
Rinso Soap Flakes  
Lifebuoy Soap  
Royal Tailors  
Bayer's Aspirin  
Harper's Bazar  
Wilson & Co.

These advertisers are enjoying the low flat rate established by the States before its remarkable circulation growth began; a rate based on circulation practically 50% less than the States is delivering today.

Local advertising has kept pace with national and both are running far ahead of last year's figures. Not infrequently the States will show a gain in all departments when other New Orleans papers show losses.

The tremendous swing to the States is due simply to growing recognition of the fact that the States has no waste circulation; that it concentrates in New Orleans and immediate territory and is the most effective, economical means of covering the real New Orleans market.

## NEW ORLEANS STATES

*Every Afternoon and Sunday Morning*

ESTABLISHED 1879

ROBERT EWING, Publisher

S. C. BECKWITH SPECIAL AGENCY, *New York Representatives*  
JOHN M. BRANHAM COMPANY, *Chicago Representatives*

## Better Business Commission Meets

A MEETING of the board of governors of the National Better Business Commission, an organization affiliating the National Vigilance Committee and Better Business Bureaus, was held in Chicago on April 13 and 14. Conferences with various trade organizations on advertising matters were held.

At a meeting with a committee from the Cleveland Conference of the Furniture Industry standard furniture terms were adopted.

These terms are designed for use in selling furniture to the public and supplement those recommended by the National Council of Furniture Associations. The terms and definitions are as follows:

**Solid**—Furniture designated as solid mahogany or walnut shall have all exposed surfaces of solid wood of the kind designated.

**Mahogany or Walnut**—Furniture designated as mahogany or walnut shall have all exposed surfaces (both solid parts and plywood) of the kind of wood designated.

**Combination**—Furniture designated as combination mahogany or walnut shall have all exposed surfaces of mahogany or walnut (solid or plywood) in combination with gum, birch or other suitable wood.

The kinds of woods used in combination with mahogany or walnut should be named, for example: "Combination mahogany and birch," "Combination walnut and gum."

**Imitation**—Furniture designated as imitation mahogany or walnut shall be that with exposed surfaces of other woods colored to imitate mahogany or walnut.

Where other woods are used the name of this wood is to be substituted for that of mahogany or walnut in the definitions.

The term "exposed surfaces" shall mean those parts of a piece of furniture which are exposed to view when the piece is placed in the generally accepted position for use in the home.

The commission discussed with Ezra Anstead of the Ohio Farm Bureau Federation a plan for the operation of a Better Business Commission of the State of Ohio with County Commissions in every County in the State. The plan provides that such County organizations would be affiliated with the five Better Business Commis-

sions now operating in Ohio cities, and that State-wide investigations of financial and commercial schemes would be carried on by a staff at Columbus.

In a conference with a committee from the Newspaper Classified Advertising Managers Association, a plan of close co-operation between members of that association and the Better Business Bureau and the National Vigilance Committee was outlined by which information will be exchanged, in confidence, and facts about investigations made locally or nationally, will be available to all newspapers co-operating in the truth-in-advertising movement.

The curbing of comparative price abuses in retail advertising was discussed with George Spangler, executive secretary of the National Shoe Retailers Association, and with representatives from the Associated Retail Advertisers Departmental of the Associated Advertising Clubs. It was agreed that certain regulations for the use of comparative prices should be set up and that the subject should be discussed with the National Council of Retail Associations by the officers of the Better Business Commissions.

The organization of a Better Business Commission in Chicago to handle merchandising matters was discussed with the Executive Committee of the Advertisers and Investors Protective Bureau of the Chicago Association of Commerce. This bureau is now confining its efforts to financial cases. Its officers stated that the bureau would gladly co-operate in the organizing of a commission to handle confidence-destroying problems in the merchandising field.

Problems of the internal operations of local bureaus, the financing of the national work, and co-operation of all the units of the National Better Business Commission were also discussed.

H. J. Kenner was elected president of the commission. The meeting was attended by L. E. Holland of Kansas City, E. L. Greene of Boston and E. J. Brennan of St. Louis, representing the local Better Business Bureau.



## The Money-power and Man-power of the National Capital

Here are some more figures that must further impress the importance of Washington, D. C., as an influential market:

The government asked Washington to buy Liberty Bonds to the amount of \$90,785,000.

**We actually bought \$147,679,800.**

The average per capita of the country for four loans being \$179.81, while **our per capita was \$302.52.**

In man-power Washington sent 17,954 men into military service. According to official statistics **this was a third greater than for the country as a whole.**

Are you taking advantage of the opportunities awaiting your product here? Fortunately one newspaper—The Star—covers Washington completely.

• The National Newspaper at the Nation's Capital

# The Evening Star

With Sunday Morning Edition.

**WASHINGTON, D. C.**

*Write us direct or through our*

New York Office  
Dan A. Carroll  
150 Nassau Street

Chicago Office  
J. E. Lutz  
First Nat. Bank Building

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THE FARM JOURNAL—1,100,000

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## *118,312,362 Tubes of Whose-is-it's Toothpaste*

**W**HO is going to sell the 118,312,362 cans or tubes of tooth powder or paste that are needed yearly in the farm market?

Who wants to sell the 167,299,126 cakes of toilet soap?

Who wants to sell the 43,680,000 cans of baby powder?

Who wants the profit on 7,559,184 bottles of prepared shampoo?

Who wants to sell 22,019,369 jars of face cream?

Yes, the market is big. And the best sales season is now at hand. Dealers report they sell the most toilet goods to farmers as follows:

April, May, June.....26.7%

July, August, September.35.2%

October, November, December.....20.7%

January, February, March.....17.4%

The big buying season is thus in the summer—the work season for the farmer and his family, and the social season as

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LARGEST FARM PAPER—1,100,000

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## LARGEST FARM PAPER—1,100,000

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well. There are many parties and social events of various kinds—fairs, picnics, grange meetings, excursions, automobile trips, etc. (This latter word reminds us to say again that The Farm Journal has 775,000 automobile owners amongst its 1,100,000 circulation.)

Manufacturers who sell through retail stores will be particularly concerned to study the figures given on page 24 of our report on "The Farm Market for Toilet Goods." These reports indicate the inroads that the so-called "wagon brands" are making on established trade-marked lines.

After you have seen the market statistics and analyzed The Farm Journal's unusual ability to sell toilet goods, for it is self-evident that the one farm paper that appeals to the entire family is the one which will sell the most toilet goods, you are invited to cultivate The Farm Journal market. Just as a half dozen far-seeing toilet goods houses already have learned, you will see that "The Farm Journal pays, and proves it pays."

For complete toilet goods report, write or telephone any office.

# The Farm Journal

NEW YORK

PHILADELPHIA

CHICAGO

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## THE FARM JOURNAL—1,100,000

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## 43½% Were Made Customers

A large fence manufacturer found that one of his most profitable sources of business during 1921 was his consistent advertising campaign in *The Farmer*.

He has found that farmers who inquire from his advertisements really intend to buy. For that reason he follows up each inquiry persistently and has virtually come to count on one sale out of every two inquiries.

His record for 1921, by months was:

January .....	36%	May .....	51%
February .....	38%	June .....	41%
March .....	41%	July .....	49%
April .....	40%	August .....	52%

A campaign in *The Farmer* has more value than pure publicity. It will bring leads from "self-interested" prospects. Inquiries of this kind urge a salesman onward more than anything else can do.

Write for data on the value of advertising your product in our territory.



*The Northwest's Only Weekly Farm Paper*  
130,000 Weekly—Northwest's Largest Farm Circulation

WEBB PUBLISHING COMPANY, Publishers  
ST. PAUL, MINN.

Western Representatives:  
STANDARD FARM PAPERS, INC.,  
1109 Transportation Bldg.,  
Chicago, Ill.



Eastern Representatives:  
WALLACE C. RICHARDSON, INC.,  
95 Madison Avenue,  
New York City

Members Audit Bureau of Circulations.

# Book Publishers Find Co-operative Advertising Copy Theme

Twenty-two Publishers in Newspaper Campaign That Will Run for One Year

TO an old and respectable advertising history, book publishers are adding a new chapter in the form of co-operative advertising. For some years there have

publishers have finally found a common meeting ground on the question of advertising copy in what to them must be an obvious and simple theme: "The New Book of the Month."

On this common ground the twenty-two publishers represented in the first advertisement have agreed to finance a campaign of one year's duration, the advertising to run in all nine cities once a month. The cities selected are Detroit, Cleveland, St. Louis, Pittsburgh, San Francisco, Los Angeles, Baltimore, Minneapolis and Denver.

The advertisement, which is two columns wide, save for a small space across the top given over to a heading "A Guide to the Month's New Books Now on Sale at Your Bookseller's," was divided into twenty-two equal spaces. In each space a publisher signed an announcement of one book, giving only the name of the book,

author's name, price and about five lines of descriptive information, generally quoting from reviews. The plan is positive in its restriction to one book for each publisher.

Before the campaign started, the publishers explained the advertising to their jobbers and requested the jobbers to inform the retail dealers so that they might be properly stocked. Advance proofs of the advertisements were sent to both jobbers and retailers.

Since the publishers' copy did

*A Guide to the Month's*  
**NEW BOOKS**  
*Now on Sale at Your Bookseller's*

<p><b>SACRIFICE</b> <i>Stephen French Whitman</i> How a society girl strangled morbid fears, was faced with the need of following the jungle trail, for the sake of love. A novel of romantic adventure. <i>D. Appleton &amp; Company \$2.00 net</i></p>	<p><b>KIMONO</b> <i>John Pa-ta</i> A realistic novel of mixed marriage that is a sensation in England. Not another cherry blossom romance, but a vital story and picture of the real Japan. <i>Bent &amp; Leighton \$2.50</i></p>
<p><b>ASIA AT THE CROSSROADS</b> <i>E. Alexander Powell</i> The author of "Where the Trails Go Down" presents in this new volume Japan, Korea, China and the Philippines. Illustrated. <i>The Century Co. \$2.00</i></p>	<p><b>THE WRONG MR. WRIGHT</b> <i>Berta Ruck</i> She never dreamed of the amazing consequences when she invented a lover. But when he became real—! This book hasn't a dull page. <i>Dodd, Mead &amp; Company \$1.75</i></p>
<p><b>MR. PRONACK</b> <i>Arnold Bennett</i> Mr. Bennett's first novel in three years and a place of exquisite humor, satire, and human understanding. "Amusing past words." <i>Chicago Tribune</i> <i>George H. Doran Company \$1.75</i></p>	<p><b>MERTON OF THE MOVIES</b> <i>Harry Leon Wilson</i> The author of "Ruggles," "Bunter Bear" and "Ma Fettingill" has invaded, with his pungent humor, the place where movies are made. Hilarious! Coming April 14. <i>Doubleday, Page &amp; Co. \$1.75</i></p>
<p><b>JOANNA GODDER</b> <i>Sheila Kaye-Smith</i> "The most vivid, original real person that was ever put into a book... a wonderful marvellously sympathetic characterization," the <i>Globe</i>. Seventh Edition. <i>E. P. Dutton &amp; Co. \$2.00</i></p>	<p><b>Ireland and the Making of Britain</b> <i>Benedict Fitzgerald</i> The first authoritative, comprehensive, and documented account ever written of Ireland's crowning glory—her contribution to medieval and modern civilization. <i>Funk &amp; Wagnalls Company \$4.00</i></p>
<p><b>EMMETT LAWLER</b> <i>Jim Tully</i> The first novel of a prizefighter whom Robert Hughes calls "a young genius with the gift of vision." A vivid, realistic story of adventure and achievement. <i>Harcourt Brace &amp; Co. \$1.50</i></p>	<p><b>OF ALL THINGS!</b> <i>Robert Benchley</i> Highly humorous essays by the dramatic editor of <i>Life</i>, illustrated by Guyra Williams with a dashing, sippant pen. <i>Henry Holt &amp; Co. \$2.00</i></p>

THE UPPER PORTION OF ONE OF THE BOOK PUBLISHERS' ADVERTISEMENTS

been murmurings about co-operative advertising for book publishers. Apparently the publishers have thought and talked much about co-operative advertising effort before taking action, for the first indications of such use of advertising by them covering a considerable period of time has appeared only this month.

On April 12 in newspapers in nine cities twenty-two book publishers were represented in one advertisement. These twenty-two

not contain names of the booksellers in the cities in which the advertising appeared, the publishers suggested that local dealers in those cities capitalize on the advertising investment by advertising individually or collectively, on the same day on which the publishers' advertising appeared, that they had these books to offer. Two other avenues of tie-up were also suggested to the retailers: (1) Window displays of the books listed in the publishers' advertisement, and (2) the grouping of these particular books on one table together with suitable announcements.

As an added precaution against dealer inaction in stocking the books advertised and in arranging to tie up with the publishers' advertising, it has been arranged to send the matrix of each monthly advertisement to the newspaper some time ahead of publication. By this method the book publishers feel that they will have the cooperation of the newspapers in spurring the retailers into buying and advertising action.

It will readily be seen that this action of twenty-two publishers in giving news of their product on one day every month for one year will stimulate the retailers' business. It seems that in this plan the publishers have found a simple and obvious method of advertising that retail booksellers in cities, who are without the stimulus of the publishers' advertising, might profitably adopt.

### A Criticism of a Lenten Appeal

It is said that success in merchandising lies in selling to the public what it wants. Oh, of course, first you must have it, and before that you must know what it is, which makes it obvious to know the public.

When we discount public intelligence, or leave nothing to their imagination, we do not know the public. Recently an advertisement of a food product commendable as a Lenten favorite had been broadcasted over this city (New York), and it stated prominently, "Lent, March 1 to April 16." Now, do you suppose that any person who, in Lenten season, did not know the dates, cared anything about Lenten products, and if they had no regard for the Lenten season, surely Lenten products failed to appeal.—*The Grocers' Review*.

### Join James Agency

R. H. Gillmore has joined the James Advertising Agency, New York, as copy director. Mr. Gillmore was for three years with George Batten Co., Inc., and was copy director of the Capital Advertising Agency.

J. A. Scott has also joined the James agency. Mr. Scott will be art director. He formerly conducted an art service for advertising agencies in New York.

### Join "Vanity Fair"

Rolph Coykendall and Eugene G. Boyle have joined the advertising staff of *Vanity Fair*, New York. Mr. Coykendall was recently with *The Nation's Business*. Mr. Boyle was with Cone, Hunton & Woodman, Inc., publishers' representatives.

### In Charge of Sales for Two Catalogues

C. B. Wagner, editor of "Sweet's Engineering Catalogue" and "Sweet's Architectural Catalogue," New York, has been appointed acting sales manager of both publications.

### New President of "World Traveler"

Albert S. Crockett, editor of the *World Traveler*, New York, has been elected president of the World Traveler Publishing Company, Inc. He succeeds F. de Ojeda.

### Henry Watterson's Estate Is \$228,500

An estate of \$228,500, mostly in Government securities, was left by the late Henry Watterson, former editor of the *Louisville Courier-Journal*, according to a will probated at Louisville on April 11.

### Furniture Warehousemen Will Advertise to Public

The National Furniture Warehousemen's Association has retained the F. J. Ross Co., advertising agency, New York. An advertising campaign that will be addressed to the public is planned.

### E. A. Tomsett with E. R. Crowe & Co.

E. A. Tomsett, formerly with Erwin, Wasey & Co., Chicago, has joined E. R. Crowe & Company, Inc., New York, publishers' service, as Western representative with offices at Chicago.

### Dunlop Tire Company Appoints Detroit Agency

The advertising account of the Dunlop Tire and Rubber Co., Buffalo, N. Y., has been placed with the Albee Corporation, Detroit advertising agency.

Apr. 20, 1922

PRINTERS' INK

83



# VANDERHOOF

## & COMPANY *General Advertising*

VANDERHOOF BUILDING • •  167 E. ONTARIO ST. CHICAGO

### Merchandising *in the Key of Empire*

*How the Canadian Pacific Railway is developing a market by developing a nation.*

Only an invisible line divides Western Canada from the United States. Yet once in the minds of American farmers it was an impassable gulf.

Beyond this line lay limitless buffalo pastures, awaiting only the touch of the plough share to make them wonderfully productive. It was our assignment to people this land with ambitious farmers. Today more than 600,000 settlers from the United States live and prosper there.

Manufacturers whose fields need cultivating will do well to counsel with us. Let us dig up the facts for you.



*This is one of a series of business stories showing how we have applied our abilities to various advertising problems. A complete folio will be sent without obligation.*

## Cab Company Advertises Its Home-owner Drivers

The Yellow Cab Company, Chicago, which advertises itself as "a corporation with a conscience," has recently used large newspaper space to sell its drivers to the public as men who are useful citizens, property owners and taxpayers. One of the pieces of copy which has just appeared shows a neat three-story apartment, the property of one of its employees.

"This apartment building," the copy runs, "is owned by one of the Yellow Cab's drivers who, when he applied to us for a job, was practically broke. He is only one of hundreds of Yellow Cab employees who have built homes of their own or have bought income-producing properties out of money earned by driving Yellow Cabs. They are the busiest men in this city. Every solitary one is ambitious to succeed, and they all know that the road to success lies through public esteem and preferment.

"Only a few years ago cab drivers were habitués of disorderly resorts and had no respect for anything or anybody. But the advent of Yellow Cab created a new kind of cab-service-salesmen, who are householders and home-owners."

## Would Change Postage Rates on Single Advertising Sheets

A bill that would permit magazines and newspapers to send out single sheets to advertisers and advertising agencies as proof of an advertisement at the same zone rates of postage applicable to advertising portions of publications entered as second-class matter was passed by the House of Representatives on April 17, and been sent to the Senate.

The Post Office Committee, in reporting the bill, said it would result in great saving of paper inasmuch as advertisers now receive a complete copy of the newspaper or magazine and that the burden on the mails would be lighter.

## Canada's Neglect of Self Advertising Condemned

Col. John A. Cooper of Smith, Denne & Moore, Toronto, and formerly Canadian Commissioner at New York, condemned Canada's neglect of advertising itself in an address before the Montreal Publicity Association. He declared that Canada was the least advertised portion of the British Empire, and said that a change of methods was necessary before Canadians could sell themselves as a trading nation to the other trading nations of the world.

## Anso Account for Philip Ritter Agency

The advertising account of the Anso Company, Inc., cameras, photo supplies, etc., has been placed with The Philip Ritter Co., Inc., New York.

## British Tomato Growers Join in Advertising

The British Glasshouse Growers Marketing Association, Ltd., has been formed in England, primarily to protect the English-grown tomato industry. An advertising campaign is to be launched in the early summer, under the direction of The London Press Exchange, Ltd., to increase public demand for English-grown tomatoes, so that during the period of greatest production better prices may be maintained. "Last year," according to the advertising agency handling the account, "conditions were very bad, because we had an extraordinarily good summer and foreign tomatoes flooded the market and caused prices to fall for all kinds of tomatoes—English included—to an extent unprecedented in recent years."

In a letter to the California Fruit Growers Exchange the same agency says:

"This is one of the rare instances where advertising is going to be employed to keep up the price of the article advertised instead of to reduce it, and in preparing plans for this campaign we have been greatly assisted by articles in PRINTERS' INK which gave facts and figures about the highly successful advertising of the California Fruit Growers Exchange. We have been able to quote these figures, and describe the plans of the California Fruit Growers Exchange, in demonstrating to the English Tomato Growers what has been done to meet problems similar to their own, and we are glad to tell you that these articles have been invaluable."

## Additions to Staff of Chicago Agency

M. M. Wanderman has joined the copy and plans department of Jenkins, Back & Killian, Inc., Chicago advertising agency. He was formerly with the copy staff of Ruthrauff & Ryan, Inc., New York advertising agency. E. W. Ehmann, formerly with the advertising department of Montgomery Ward & Co., Chicago mail-order house, has joined Jenkins, Back & Killian, Inc.

## Mail-Order House Sold to Co-operative Society

The Leonard-Morton Company, Chicago mail-order house, was sold to the Co-operative Society of America, Chicago, last week. The latter company, which has operated chain retail stores in Chicago and vicinity, will close these and conduct a mail-order business exclusively, dealing in general merchandise.

## Green Mountain Beans in Newspaper Campaign

The Green Mountain Packing Company, St. Albans, Vt., manufacturer of Green Mountain Pork and Beans, has placed its account with the Hunt-Luce Advertising Agency, Boston, Mass. Newspapers will be used.



## Biting Off More Than They Can Chew

That's what many farm papers try to do when they attempt to interest farmers throughout the country with one publication.

We've had a great many years of experience in farm paper publishing. We like to save money and reduce expenses as much as anyone.

But we never have been able to see how we could really interest the farmer of Ohio and the farmer of Texas in the same editorial material when each of these men is dealing with entirely different soil, climate, crop, market and other conditions. Why, they don't even grow the same crops!

We believe in this principle so thoroughly that we maintain three different publishing organizations for the States of Pennsylvania, Ohio and Michigan, even though they immediately adjoin each other.

That explains why one out of each three farm families in these States read the Lawrence Farm Weeklies and why they are such valuable advertising mediums in reaching this very attractive farm market.

## The Lawrence Farm Weeklies

*Over 300,000 Every Saturday*

**Ohio Farmer**  
Cleveland, O.

**Michigan Farmer**  
Detroit, Mich.

**Pennsylvania Farmer**  
Philadelphia, Pa.

Members of Audit Bureau of Circulations.  
Members Standard Farm Paper Association.

Standard Farm Papers, Inc.  
Western Representative,  
Transportation Bldg.,  
Chicago, Ill.



Wallace C. Richardson, Inc.  
Eastern Representative,  
95 Madison Ave.,  
New York City.

# \$34,015,524

This is the amount paid in salaries and commissions by the Hearst Newspapers and Magazines to the men and women who produce and distribute these publications, which have achieved the greatest circulation and largest reading clientele ever known in the history of Journalism.

*Here is a list of the Hearst Publications with the*

Sunday		Morning	
The New York American	1,092,239	The New York American	38
Chicago Herald and Examiner	737,722	Chicago Herald and Examiner	38
The Boston Sunday Advertiser	422,184	The San Francisco Examiner	15
The San Francisco Examiner	299,341	The Los Angeles Examiner	12
The Los Angeles Examiner	257,028	Boston Advertiser (Tabloid)	6
The Washington Times	110,574	Seattle Post-Intelligencer	5
Atlanta Sunday American	108,035	<i>The American Weekly (a part of the Sunday newspapers) total circulation 3,242,857, which is not figured.</i>	
Seattle Post-Intelligencer	113,429		
The Milwaukee Telegram	102,305		
Total	3,242,857	Total	1,130

*\*Nash's Magazine of London has the*

## The Hearst Publications—America's

# 246 A YEAR

These figures do not include Millions of dollars paid annually to the world's foremost thinkers, scientists, writers, essayists, artists and foreign correspondents for special material and features which give the Hearst Publications their compelling appeal to *People Who Think*.

## the U. S. C. or Publishers' Statements of Net Paid Circulation

Evening		Magazines			
39	York Evening Journal	654,952*	Cosmopolitan	1,000,273	
39	ago Evening American	415,056*	Good Housekeeping	724,731	
15	Boston American	258,751	Hearst's International	307,831	
12	Detroit Times	83,222	Harper's Bazar	100,000	
6	Washington Times	66,070	MoToR	38,142	
5	Wisconsin News	59,243	MoToR BoatinG	19,321	
5	Atlanta Georgian	50,394	Orchard & Farm	46,236	
part of circulation figured.		The Home Journal, just started, sells 10c (a part of the Saturday issue). New York 808,329—Chicago 469,464. These figures—not used in totals.		Nash's Magazine (London)	251,067*
1.13	total	1,587,688	Total	2,487,601	

has the highest circulation in all England.

## America's Greatest Advertising Unit



## A COOPERATIVE CALENDAR

Pleases the dealer because he can present his customer with a calendar of merit. It pleases him because it carries his name imprinted on the calendar so that he gets the advertising value for himself.

It pleases the customer because a calendar of merit is always acceptable for the household. But—it must be a calendar of merit. Selection of subject and execution of the lithography form this requirement. A beautiful calendar will be used.

The cooperative principle of our system provides a division of cost between the advertiser and the dealer in such a way that each bears only a nominal expense, but each receives a maximum of advertising returns.

# WOODWARD & TIERNAN

## PRINTING COMPANY

NEW YORK ST. LOUIS CHICAGO

OMAHA

LABELS-WRAPPERS-WINDOW DISPLAYS-STORE DISPLAYS-CALENDARS-BOOKLETS-FOLDERS.

# Sales, Contests and Intensive Dealer Drive That Put Franklin through the Slump

How the Franklin Automobile Company Established a Sales Record on a Quality Product in a Dull Market

HERE and there about the country, concerns in one line or another are facing an uncertain future, due to peculiar and untoward conditions in their industries. Would that every such concern, from makers of cantilever bridges to mouth-organs, might read of the accomplishment of the Franklin Automobile Company during the year just ended. The examination of this accomplishment would suggest this: namely, that the market for an article of merit can be held in the face of hostile conditions by intelligent and aggressive sales effort planned on a scale commensurate with the values at stake.

The Franklin automobile is not a low-price car. Until April 15 the runabout has sold for \$2,400, the touring for \$2,450. About eight styles of cars are put out. The highest in price is the touring limousine, which sold at \$3,800. There was a considerable spread from the runabout at \$2,400 to the touring limousine at \$3,800.

Moreover, here is an arresting fact: During 1921, of all makes of automobiles sold, about 25 per cent were closed cars. Considering Franklin alone, its sales of closed cars jumped to 52 per cent of its total production—an increase of 7 per cent over the preceding year. A somewhat puzzling development, all things looked at impartially.

The year 1921 was not a generally felicitous year in the automobile industry. Franklin's peak year on sales was 1920—total sales of \$27,864,000. Sales for 1921 totaled 81 per cent of 1920.

This statement sounds more sad than glad. To find out whether it is sad or glad one has to look at 1921 market conditions. They

were glad for a great many industries, but they were not particularly glad for the automobile industry except in a few rare cases. The value of all automobiles produced during 1920, the banner year of the industry, is estimated to have been \$2,233,000,000. In 1921 this decreased to an estimated \$1,222,000,000, a decline of about 45 per cent.

In one brief paragraph, here is what the Franklin company was up against as it swung into the home stretch of its banner year—1920: A flood of cancellations, reduced production, and the lay-off of several hundred factory employees; the writing off of a million-dollar shrinkage in inventory and a heavy cut in prices which followed Ford's announcement by forty-eight hours; winter approaching and lighter buying than usual everywhere manifesting itself.

## THE FUNDAMENTAL TASK

Glancing at the peculiar conditions of an industry is of scant benefit to those in other industries. Underneath the surface of business are certain broad principles of merchandising. There are in every transaction a buyer and seller, though they assume a thousand Protean forms. Interpreting Franklin's performance in general terms one may pluck out the heart of the secret with an eight-word message that anybody in the business of selling can understand: When the buyer goes on strike, sell yourself.

In Franklin's case, here is what it meant: A recognition of the fact that the public could not be made to buy until the Franklin organization first sold itself on the idea that it could sell the public.

Now, that may sound merely psychological. It was only psychological in conception, for in operation it was intensely practical, as the reader will quickly see when he has perused the next few paragraphs.

The Franklin company wrote off its million-dollar inventory shrinkage on September 23, 1920. Immediately thereafter came the memorable reduction of prices—Ford first, Franklin second. As a result of the Franklin price cut, sales increased temporarily but soon fell off again. The price cut, hailed at first by the entire sales organization as the one thing needed to turn prospects into customers before the winter slow-up, brought home, through its failure to keep buyers buying, the realization that the trouble with the buying public was more organic than local. It was not so much a question of price as a determination to do without. Just as soon as a seller admits that to himself, he hops from the point of view of seller to that of buyer and observes, "Who can blame him? I would do the same."

Such a situation is always critical in any business. It was critical with Franklin. The sales department of the company went into conference with the home office organization, arrived at an accurate conclusion and developed a plan of action. It was in essence: First, we must sell the home office force that the public can buy. Second, we must convince our salesmen that the public can buy. Third, the salesmen must convince our distributing organization that the public can buy.

Dealers' sales were analyzed. Where a dealer made an unusual sale, he was asked to tell the story to the company. Sales reports began to come in from the field. These sales were chronicled in the company's weekly house magazine to dealers and letters from dealers who were exceeding their quotas were reproduced.

Contests for the sales force were devised with bonuses for salesmen running in excess of quota. The weekly bulletin to

salesmen, called the "Salesometer," was made a daily publication. Its editorial accent of quiet dignity gave way to a jazzful, informal style more in keeping with the spirit of the contest.

As a result of the first month's effort, 1,041 cars were shipped, leaving not a single assembled car at the factory. Dealers delivered 911 cars to customers. The close of the following month, December, 1920, showed a sales record of nearly 2,000 cars, one of the most remarkable records in the history of the company, general business conditions considered.

A new sales drive was therefore planned for January and February of 1921. At the same time a vigorous newspaper and direct-mail campaign was launched in cities where Franklin had representation, and supplemented the regular campaign in magazines. Twice-a-month newspaper advertisements were sent to all dealers with instructions for insertion in local papers. The company received 90 per cent co-operation from dealers in carrying out this feature of the campaign.

Announcement was made on January 1 of an increase in prices, effective March 1. The momentum of the December effort carried over to January with the result that January finished with the factory two weeks behind on orders. January, 1921, was the third largest January in the company's history. By February 10 factory production reached forty cars a day—daylight shift capacity.

A feature that aroused great interest in the contest for salesmen was the offer of a share of Franklin stock to the wife of every salesman whose sales reached quota. This bid for home interest proved to be a powerful incentive in the sales drive.

The success of all contests undertaken for short periods led the sales department to devise a contest of a more comprehensive nature—one that could be extended indefinitely, which would put every member of the sales force upon an equal footing. This led to the organization of the

## Time Tested

The Ohio Select List has been in successful operation continuously for over twenty years.

As a *business* organization it has been doing *business* for national advertisers. Their satisfaction is the only reason for its existence—is the only cause of its continued popularity and success.

Only the *best papers* in Ohio, considered from a cold, matter-of-fact, *business building* standpoint, are members of The Select List.

### Intimate Circulation

Select List Readers read  
Select List Papers for the  
local news first.



## Ohio Select List

of daily newspapers

**Robert E. Ward**

*Director of Advertising*

**New York**  
**225 Fifth Avenue**

**Chicago**  
**5 S. Wabash Avenue**

"Franklin Army" on March 1, 1921—the sales force being the "army." It was divided into seven divisions to represent the seven sales districts, each division in charge of a district manager.

Each of the armies was again divided into five sub-divisions, representing five groups of dealerships arranged according to population, buying power, etc.

Each delivery brought the salesman a certain number of points, ranging from twenty-five for a "First Division" man, to sixty for a "Fifth Division" man. This was done to make it possible for the salesmen in smaller districts to progress as rapidly in proportion to the opportunities afforded by their territory as did salesmen in the large cities.

Each man began as a "rookie" and was promoted to "private" when his first delivery was made. Promotion followed the acquisition of each ninety points to successive ranks ranging from Corporal to General. Various ranks on the way up were made especially attractive of attainment by a cash bonus for reaching them.

Each day's business was reported to the army in the field by telegraph. Night letters were used to keep in immediate touch with territories where the contests were close.

While this definite campaign work was going on with the regular forces, sales effort was intensified by creating new dealerships in territories which had not previously been adequately worked. The factory sales force, that is, the men who come in immediate contact with the dealers, was trebled. Increase in the size of the traveling force made it possible to render dealers greater help through instruction in better merchandising methods and also instruction in better selling tactics among the dealer's salesmen.

Some dealers were found who, either because they didn't realize that conditions had undergone a change, or because they couldn't easily shake the easy-going methods of previous months, refused to catch step. In many instances of this kind, application

of the proper amount of pressure brought a startling revelation of what a man can do when he decides he has to if he wishes to retain his identity with the parent organization.

Invariably the result of such an occurrence was gratifying both to the factory and to the dealer. One of the tangible results of the sales contests and one that is of far-reaching significance is the fact that the entire distributing organization is imbued with the spirit that any specific sales quota is possible if handled in an intelligent manner.

One Franklin dealer last year who was sure that he could not increase his business was prevailed upon to go to work and in the first six months of 1921 had done more business than in any previous two years of his experience.

On the other hand, in a certain territory a dealer who was positive that the thing could not be done and who delivered only 28 per cent of his standard quota from July 1 to December 31, was replaced by a new dealer who did not know that the job was impossible and who went ahead and delivered 258 per cent of his quota in the next six months.

As rapidly as territorial studies could be made and completed large territories were divided and dealers secured in many towns of a size which had hitherto been included in territory of large dealerships.

"The reason we were able to reach 81 per cent of our peak year production in one of the poorest years the industry ever went through," remarked Sales Manager Ackerman, "was due principally to our sales contests and the fact that we sold our entire organization on good business before we released our intensive sales campaign. We let the dealer sell himself!"

### Co-operative Book Campaign

The co-operative advertising campaign of twenty-two book publishers which is running in newspapers in nine cities is being handled by the Peck Advertising Agency, New York.

# FURNISHING A CITY'S EVENING RECREATION



**S**INCE August, 1920, the Radio Station of The Detroit News constantly sought wider channels for service. At first the scarcity of receiving stations confined its efforts. To overcome this obstacle, The Detroit News undertook to educate the Michigan public to the wonders of Radio.

It was thus not only the first newspaper in America to begin broadcasting of regular programs but it was also the first newspaper to encourage amateurs and to devote its columns to the promotion of radio interest.

That The Detroit News has succeeded admirably is apparent to even a casual visitor to the dynamic city. Thousands of housetops bear visible witness. Antennae form a network of bridges over which is led the daily program of The News, which furnishes entertainment to a whole city.

And it is not only Detroit but the surrounding population for 100 miles or greater that is impregnated with radio enthusiasm, and is installing receiving sets by the thousands to get The Detroit News program.

*In six years The Sunday Edition of The Detroit News has doubled its circulation, reaching a total of 243,232 for the six months ending March 31, 1922.*

## The Detroit News

*"Always in the Lead"*

# Chicago



*Chicago*  
**Herald &  
Examiner**

# *the 2<sup>nd</sup> city*

Most emphatically *not* a one-newspaper town.

..... where the HERALD & EXAMINER reaches *one-half* the newspaper reading public.

..... a great and growing multitude that *prefers* the HERALD & EXAMINER — at a higher price.

..... a typically metropolitan audience that has *proved* its responsiveness to all *good* advertising.

Do you know that dealer distribution can be secured in this great market before a line of advertising is published?

It can. With a tested organization — a Merchandising Service Dept. that has served in the first-line trenches of scores of *successful* national advertising campaigns.

*Chicago*  
**Herald &  
Examiner**



ERWIN, WASEY & COMPANY  
*Advertising*

NEW YORK

CHICAGO

LONDON

A remarkable absence  
of the non-productive  
costs usually associated  
with advertising agency  
practice, makes possible  
the very comprehensive  
service we deliver

We have in London a complete advertising organization, for the service of clients doing business in the United Kingdom or on the Continent

# Does Consolidated Ticket Office Best Serve Traveling Public?

Lackawanna Goes It Alone in Buffalo and Advertises Advantages

By J. G. Condon

**S**HALL the Consolidated Railroad Ticket Office endure? This is the question before the house with passenger-traffic officers today. Shall each railroad rent a ground-floor space in a good location in every city where the business warrants it, and take advantage of the advertising this offers, at the same time capitalizing the service possible to the prospective passenger through an individual office, or shall the department-store plan, inaugurated during the days of Federal control be continued?

The question presents the two sides to the argument. Each has numerous adherents among railroad traffic men.

Almost before the railroads were returned to their owners at the end of Federal control some lines were opening new offices and quitting the "Consolidated" in this or that town. In many places the Consolidated has now entirely disappeared, in others only one or two railroads have withdrawn, and in a number of instances where they have been hailed as one of the few good things produced by Government operation, they have been continued on practically the same basis as when Uncle Sam was running America's transportation system.

New York is one of the instances where the Consolidated office has endured, and the general impression among railroad men is that a change there in the system is most unlikely. Special reasons recommend the idea to the railroads serving Gotham. One is the peculiar shape of New York, as well as its tremendous size. It is impossible for any railroad to render adequate service with only one office. As a result, roads doing a highly competitive passenger business, such lines as the New York Central, the Pennsylvania,

the Lackawanna, the Lehigh Valley, the Baltimore & Ohio, etc., in the days before Federal control, each had a chain of ground-floor offices. It can readily be understood that the cost of these offices, always picked because of the advertising advantages they offered, went into hundreds of thousands of dollars annually. But despite the expense of all this, the railroads, prior to Federal control, had operated them because their officials could not agree on a way to reduce their number and cost. Numerous attempts were made, but apparently because of the keen competition between the lines nothing was accomplished.

Out in St. Louis, particularly, the railroads had gotten together in a sort of nesting arrangement and in several other cities something was accomplished.

Another place where the Consolidated Office continued for two years after the railroads were returned to their owners was Buffalo. After two years of using the Buffalo Consolidated Ticket Office, the Lackawanna Railroad decided to withdraw and go it alone. As a result, the Road of Anthracite has opened up new offices on Main street, in the Ellicott Square Building, where railroad ticket offices were to be found in large numbers in the old days before the great consolidation movement was started.

The Lackawanna celebrated its withdrawal with an advertising campaign in the Buffalo papers explaining its action and emphasizing that the move was one of benefit to the patrons of that railroad.

"To better serve its patrons and the traveling public," announced the first copy, "the new office will be conducted exclusively by the Lackawanna and will be equipped

to give prompt and helpful information in all travel matters. Reservations, tickets, etc., should be obtained at this office instead of at the Consolidated Ticket Office."

The Lackawanna was the only line to quit the Buffalo Consolidated. The other railroads entering Buffalo remained true to it, and the situation apparently inspired the old rival of the Lackawanna, the Lehigh Valley, to fly to the defense of the unified ticket office. It countered the Lackawanna's announcement with copy illustrating the Pennsylvania Terminal in New York, which is used by Lehigh Valley trains, but the burden of the advertisement read as follows:

"Travelers to New York and Philadelphia will find the best possible service and receive every attention at the conveniently located Consolidated Ticket Office in the Underhill Building, Church and Pearl streets, and at the Lehigh Valley terminal."

The public has a chance to choose and the contest is an interesting one from every standpoint.

### Potato Diggers in Farm Papers

Ray Broholm, for the last two and a half years on the advertising staff of *Wallaces' Farmer*, Des Moines, Ia., has become associated with the Coolidge Advertising Company, Des Moines, as accounts executive.

This agency has been appointed to prepare campaigns of advertising for farm papers for the Dowden Manufacturing Company, Prairie City, Iowa, manufacturer of potato diggers, and the Lehigh Sewer Pipe & Tile Company, Ft. Dodge.

### Harrington Stoker to Be Advertised

The United Machine & Manufacturing Company, of Canton, Ohio, has appointed The Powers-House Company, of Cleveland, to handle its advertising. The Powers-House Company is preparing a campaign for the Harrington Stoker, which The United Machine & Manufacturing Company has recently taken over from The James A. Brady Foundry Company, of Chicago.

### Office Managers to Hold Convention

The National Association of Office Managers will hold its third annual conference in Washington, D. C., on May 18, 19 and 20.

### Charles H. Denhard Forms an Agency

Charles H. Denhard and Walter E. Thwing have formed an advertising agency in New York under the name of Chas. H. Denhard & Company.

Mr. Denhard, who is president and general manager, was for five years vice-president and treasurer of Croot & Denhard, Inc., New York advertising agency. When the Croot & Denhard agency was absorbed by the Robert M. McMullen Co. advertising agency, New York, Mr. Denhard joined the McMullen organization.

Mr. Thwing was recently advertising manager of the Ronald Press Co., New York. He was previously with Funk & Wagnalls. The following accounts will be handled by the new agency:

Thomas Nelson & Sons, books; Dodd, Mead & Co., books; Ronald Press Co., books; G. P. Putnam's Sons, books; D. Appleton & Co., books, all of New York; John W. Masury & Son, paint, Brooklyn; and William Schollhorn & Co., "Bernard" pliers and tools, New Haven, Conn.

### Advance Advertising for Theatrical Performance on Tour

How do you select the plays you go to see? Aren't you more apt to see one that has been recommended to you by someone you know, who has already seen it? Don't you feel that this personal approval gives you a greater assurance of seeing a play that is really worth while?

Banking on this, the Selwyns, who have been presenting "The Circle," with John Drew and Mrs. Leslie Carter, in Philadelphia, used the following note on the theatre programmes:

"NOTE:—From Philadelphia the all-star cast in 'The Circle' goes to Montreal, Toronto, Detroit, Des Moines, Omaha, Denver, Colorado Springs, Cheyenne, Ogden, Salt Lake City, Los Angeles and San Francisco. If you have relatives or friends in any of these cities, why not inform them you have seen 'The Circle' in Philadelphia and advise them to get their seats early for the appearance of 'The Circle' in their home cities?"

### A President Reads "Printers' Ink" with His Eyes Open

DE LONG HOOK & EYE COMPANY  
PHILADELPHIA

Editor of PRINTERS' INK:

In the April 6 issue of PRINTERS' INK there is an article, "Ten Commandments of Selling," by Charles F. Abbott, which I believe would help every salesman in the land if he would read it and observe it.

We would like to have twenty-five copies of this article for our salesmen. We are wondering if you could furnish these copies to us, thereby making it unnecessary for us to typewrite the entire article.

DE LONG HOOK & EYE CO.  
J. A. O'Brien, President.

# What Does Home Delivery Mean to the Advertiser? It Means Money.

The eighteen newspapers of the eighteen live small cities of Michigan are home delivered newspapers. They have no street sales. There are no newsboys in these cities. There are only carriers. What does this mean to the national advertiser?

It is an index of the stability of the people of these cities. Most of them own their homes, most of them have money in the bank. They are contented and prosperous. Their home paper, delivered without worry on their part every evening, is a fixture like their homes and their savings accounts.

No feverish snatching of a copy from a newsboy's pile; no hectic reading from one hand while the other clutches a strap. Just a leisurely perusal in the long twilight—of everything in it, news, personals, editorials, and advertisements.

Advertisements not least of all. Nine out of ten who read your advertisement in the Michigan home daily can say to themselves: "If I want that I can buy it." Your job is to make him want it. The first step is to make him read about it.

That step is taken by advertising in the eighteen evening newspapers, each exclusive in its field, that comprise

## The Michigan League of Home Dailies

Albion Record  
Big Rapids Pioneer  
Cadillac News  
Cheboygan Tribune  
Coldwater Reporter  
Dowagiac Daily News  
Ionia Sentinel  
Manistee News-Advocate  
Marshall Chronicle

Monroe Evening News  
Niles Star-Sun  
Potoskey News  
St. Joseph Herald-Press  
South Haven Tribune  
Sturgis Journal  
Three Rivers Commercial  
Traverse City Record-Eagle  
Ypsilanti Press

### H. EDMUND SCHEERER

*National Advertising Representative*

MARQUETTE BLDG., CHICAGO

New York Office: 30 East 42nd Street - - - - - R. R. MULLIGAN

**MICHIGAN FACTS**—Michigan makes three-fifths of all the automobiles of the country.

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## Can An Agency's Service Be Measured?

**W**HILE the success of *any* advertising is due largely to the success of its clients, this is particularly true and more quickly reflected in an agency that handles a large volume of mail-order advertising, the results from which are definitely known.

For growth of mail-order accounts depends directly on the production of plans and copy that sell a sufficient amount of goods at a profit to justify increased expenditures.

There could be no greater testimony to the measure of service we are rendering our clients, therefore, than the growth of our billing in the last fifteen

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months when general business has been at a low ebb.

In the calendar year 1921 we increased our business slightly more than 25% over our best previous year.

And for the first quarter of 1922 we have increased our billing 42% over the same period in 1921.

To continue the rendering of the same type of service in the future as we have delivered in the past, we have made important additions to our personnel so that today as never before we are in a position to give service that may be measured big in results.

**Ruthrauff & Ryan *inc.* Advertising**

New York: 404 Fourth Ave. *at 28th St.*

Chicago: 225 North Michigan Ave.



**Announcing—** the appointment of **WILBUR L. DAVIDSON** as Sales Manager of the Art Gravure Corporation.

His long experience in advertising and merchandising is now at the service of our clients in the planning, preparation and production of their direct advertising.

He will be glad to explain why Artgravure will be productive for you as it has for others.

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# ARTGRAVURE

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## Art Gravure Corporation

416 West 31st Street  
New York City

Plain Dealer Building  
Cleveland, Ohio

Catalogues — Folders — Broadside — House Organs  
Newspaper Supplements — Magazine Inserts

# What the Genoa Conference Means to Business

The World Bearing of the Economic Questions to Which Answers Will Be Sought

By J. A. M. de Sanchez

[EDITORIAL NOTE: This article, written by a recognized authority on international affairs, will be read with keenest interest by all advertising men who realize the intimate relationship between the marketing of our surplus raw materials in European countries and the prosperity of the country at large. It is a singularly able interpretation of the Conference at Genoa, as its expected results will affect business at home as well as abroad.]

A FACT, currently and easily recognized by all men as true and inevitable, is known, somewhat derisively, as a commonplace or platitude. Now, one of the interesting characteristics of platitudes is that, because they are true and frequently uttered, the nature of the common experience that caused them originally to be designated in our minds as such is easily forgotten. The world has had some striking examples of this illogical tendency in human nature in the last six or seven years, but none more striking than the sudden rejection of the long-accepted commonplace that no business community, including such large economic units as a commonwealth or group of commonwealths, is more prosperous as such than its least prosperous member.

It is true that before the war the recognition of this commonplace was of gradual growth and affected the business development of nations in an apparently imperceptible degree. It is interesting to note in this connection that the economic disruption (destruction of wealth) caused by the Russo-Japanese War made itself felt in the United States by 1907. The great loss of wealth caused by the late war has reacted with much greater speed and force. Under the shock of this reaction many sane business people were driven to denying the fact that the losses of the war, estimated at more than

200 billion dollars in actual and prospective wealth, would have to be borne by the world as a whole instead of by the vanquished only. Not until within the last six months has this fact commenced to receive anything approaching general recognition in the business world. Only after this same business world had seen every quack remedy, from absolute communism to the equally absurd policy of "let well enough alone," tried as a cure for its economic ills, has it come to realize, even dimly, that the way to profitable business lies along a much different road in 1922 than it did in 1914. The world's forces of production and distribution are definitely faced with a new problem. And old methods have proved unsuitable in providing its solution.

## ECONOMIC ASPECTS

Recognition of the above lies behind the present meeting of the leading business and banking experts of Europe and Asia at Genoa. The Genoa Conference, although it inevitably has certain political aspects, such as the status of the Soviet Republic, is primarily designed to help the producers and distributors of the world toward a prompt and lasting solution of their new problem. It will bring them together for the exchange of information and opinion on such diversified and yet related subjects as exchange stabilization, transportation, tariffs, international credits and currency reform. If it does nothing more than state the terms of these sub-problems and outline certain possible solutions for examination and analysis, it will have achieved in a certain measure its purpose. It is unnecessary to prove that if the factors in a national problem

can be dramatized sufficiently to hold public attention, the solution of the problem lies within the realm of the collective will. The difficulty up to the present in America, as well as in Europe, has been the unwillingness of the business community to tackle its problems as a community and not as isolated units whose efforts are foredoomed to failure.

The plain fact is that the world is suffering from an increased capacity for industrial production in certain directions and a concurrent and abnormally reduced capacity for purchasing in other directions. Two courses are open once this last fact is realized: either we accept a reduced standard of living by maintaining production considerably below capacity or we attempt to increase purchasing power until capacity production is again possible. The nations that are meeting at Genoa have decided on this latter course. No miracles will be worked, none is expected, but it is not unreasonable to look forward to some very interesting and informative discussions as to the means by which the world's, but primarily Europe's, purchasing power can be permanently re-established.

It is not infrequently held by American business men that the European economic problem is separate and distinct from America's. In support of this view, the statement is often impressively made, in the "this ends the argument manner," that the foreign trade of the continental United States represents only  $7\frac{1}{2}$  per cent of its total annual turnover. On the surface, this statement is true, but analysis of the statistics on which it is based disproves its implications. For instance, it is found that the agricultural community of this country produces in the case of the South nearly 50 per cent more cotton than the whole country can consume in manufactured form, and in the case of the Middle West and West 33 per cent more cereals than it can eat. In the face of these facts, the inevitable alternative

again presents itself: either the agricultural community must reduce its production in one instance 50 per cent and the other 33 per cent, or it must market these surpluses abroad. If it reduces its production and allows valuable land to be fallow it is hard to see how the industrial community, which furnishes its goods and services on a production basis built to meet, let us suppose, only normal demands, can hope to produce and sell profitably. Foreign markets have not been, by any means, entirely closed to American agricultural products in the last two years, and yet the fact of the considerably reduced purchases has not gone unnoticed in this country. Nor has the world's capacity to consume American cotton and cereals been very materially reduced. What have been reduced, and in the case of some countries have almost entirely disappeared, are the mediums in which payment for these products can be made.

#### METHODS OF PAYMENT

The means of international payment are in reality only two: goods—including under this general term such services as transportation, insurance, etc.—and gold; a third temporary means is credit. Before the far the international exchange of goods and services was brought so near to the balancing point by the investing of selling countries in foreign securities that the amount of gold that changed hands annually in the final settlement of international debts was never very considerable. Exchange fluctuations, with the exception of the quotations of certain small countries whose currencies were not on a gold basis, were therefore confined within narrow limits. As has been said, foreign investments made this condition possible. Countries with a consumption need in excess of their purchasing power were enabled to meet this need through the sale of properly secured bonds, the proceeds of which were spent in constructing railroads, canals,

(Continued on page 109)

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## SWEET'S ARCHITECTURAL CATALOGUE

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# EFFICIENT DISTRIBUTION

is essential if your catalogue is to produce sales results.

The maintenance of an accurate, complete, up-to-date list is expensive.

Our distribution department has unexcelled facilities for performing this service for clients. It receives daily reports of new firm names, changes in firm names and addresses, and also of the volume of work handled in each designing office.

Place your catalogue in the Seventeenth Edition, secure for it the most effective distribution, and obtain for your follow-up work a printed copy of the list of architects and contractors to whom the catalogue is sent.

By utilizing this service, you eliminate wasted effort and save money.

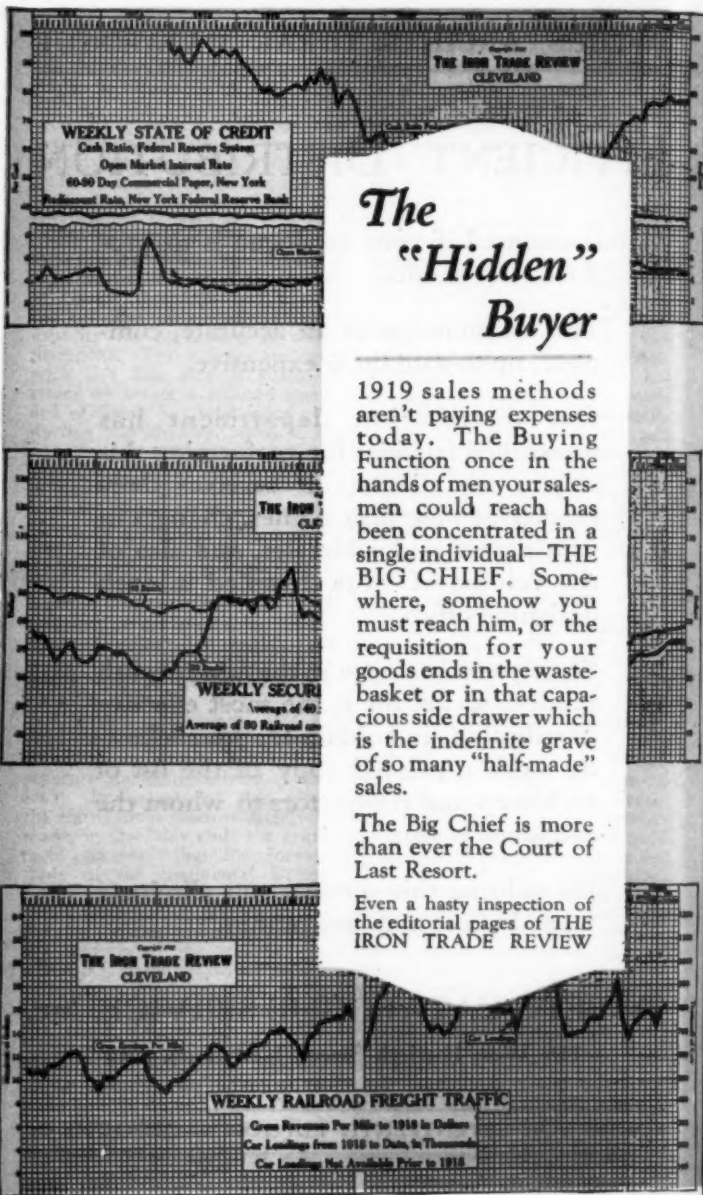
## SWEET'S CATALOGUE SERVICE, Inc.

119 West Fortieth Street, New York City

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FORMS FOR SEVENTEENTH EDITION CLOSE JUNE 30

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## The "Hidden" Buyer

1919 sales methods aren't paying expenses today. The Buying Function once in the hands of men your salesmen could reach has been concentrated in a single individual—THE BIG CHIEF. Somewhere, somehow you must reach him, or the requisition for your goods ends in the wastebasket or in that capacious side drawer which is the indefinite grave of so many "half-made" sales.

The Big Chief is more than ever the Court of Last Resort.

Even a hasty inspection of the editorial pages of THE IRON TRADE REVIEW

## MONTHLY STRUCTURAL AWARDS

Approximate Tonnage Reported By Bridge Builders and Structural Society  
Per Cent of Shop Capacity

## —and How to Reach Him

will disclose one indisputable fact—that it is a "Big Chief's Paper." From the remarkable 4 pages of charts, "The Business Trend," to the editorial treatment of the least news item, it talks to and with the "Big Chief." The Iron Trade Review, therefore, pays either as a medium by itself or as a background for a group of operative's papers.

# THE IRON TRADE REVIEW

—a Penton Publication  
CLEVELAND, U. S. A.  
Member: A. B. C.; A. B. P.

Compare the  
IRON TRADE REVIEW  
CLEVELAND

ATION  
y Emigration

THE IRON TRADE REVIEW  
CLEVELAND

**PERSONALITY:** *The sum of the qualities peculiar to a person or thing, distinguishing it from other persons or things.*



# Influence

**L**IVING in the pages of Good Housekeeping is a personality that distinguishes the magazine from others. As all things of the spirit, this unseen quality is indefinable. In its ability to induce action on the part of American womanhood, however, it stands revealed as an influence of the utmost power.

There was the recent Conference on the Limitation of Armaments, for instance. Several months before the meetings were held, the leading editorial in Good Housekeeping appealed to President Harding to appoint not merely representatives of the United States, but specifically representatives of its women. A touch, tuned to the ear of the American woman, had struck a note that was echoed and re-echoed until the whole world rang. And four women went to Washington.

The influence of Good Housekeeping is a matter of national record. When other great triumphs are gained, its scope will be shown once more—for it lives in the minds of women in a thousand humble ways. It is the influence that inspires confidence through the simple sincerity of its purpose.

## GOOD HOUSEKEEPING

119 West Fortieth Street, New York

We still have a limited supply of the brochure "How 4 Advisors to the Arms Conference Came to be Appointed." We will be glad to mail them, upon request, as long as this supply lasts.

**INFLUENCE:** *Is the inevitable result of personality.*

wharves, or in the development of natural resources; such expenditures being primarily designed to increase the countries' purchasing power. In other words, capital was bought from the only body that has capital to sell, the investing public. Funds so obtained very often never left the country that loaned them, being paid either directly or indirectly to that country's producers and exporters of goods and services. In this way, the production capacity of the world was fairly well adjusted to its purchasing power.

The war almost completely destroyed the delicate mechanism that maintained this equilibrium. The belligerent powers ceased to supply goods and credit and became themselves purchasers of both. The gold movement for international settlement purposes increased enormously in volume, currency inflation was resorted to and it was naturally followed by increasing living costs. Further, under the stimulus of war demands, the apparatus of production in certain directions was greatly increased at high prices. During this period the world's purchasing power was decreasing. When the inevitable period of deflation set in toward the end of 1919, this fact was made suddenly and forcibly evident. Attempts were made to avert deflation, with the result of aggravating rather than alleviating conditions. The process has now, however, apparently almost run its course, except in those countries whose financial structure is permanently impaired. The time for remedial action is come. Various forms of remedial action have been tentatively discussed, but none has as yet commanded sufficient general support to warrant its application. One such form, known as the Ter Meulen plan, sponsored by the League of Nations, will shortly be tested in actual operation, as it is to serve as the basis for the financial reorganization of Austria.

The significant thing in all these plans is the fact that they all have as the first objective a mobilization of credit on behalf

of those countries whose currencies are so depreciated and unstable as to prohibit their entering the international commodity market as purchasers, except on the cumbersome basis of barter. In other words, it is proposed to make use of the surplus savings of the richer countries to make available the latent purchasing power of the poorer by supplying these with *working capital*.

#### CREDIT IS THE FOUNDATION STONE

The world's source of capital is that multitude of individuals which consumes less than it receives, either in goods, services or gold, and which is willing to rent (loan) its excess of receipts. These lenders of surpluses are known as investors; they are the only source of new capital; with them rests the reconstruction and development of the world's economic structure. Their first concern is, should and probably always will be, the security of their funds. They are therefore, in general, content with a moderate profit with lending.

With the above in mind, the terms of the first problem the Genoa Conference has set itself may therefore be stated as follows: a prosperous world is dependent upon an increase in the purchasing power, expressed in gold, of a large and populous and potentially rich section of Europe; such an increase in turn depends upon a considerable increase of the working capital available in this section at the present time; working capital can be supplied only by investors whose first concern is the safety of their funds; up to the present, investors have found only exceptional opportunity for well-secured investment in Central and Eastern Europe.

The solution of this problem when thus stated appears to depend on the satisfactory answering of the following two questions: Can the countries of Central and Eastern Europe offer the guarantees which investors require? If so, can these be sold the fact? The first of these questions can be answered "yes" or "no" by

a combination of bankers, lawyers and economists. The necessary security for capital advances undoubtedly exists. The difficulty appears to be one of making it readily available in case of default; it should not prove insurmountable. Question two is more interesting: Consider the complexity of selling investors in the United States, Sweden, Holland, France, Italy, England, Japan, Spain, the necessity of increasing their own profits, through helping the sale of this country's products in, let us say, the Ukraine, by purchasing bonds of the Odessa Light & Power Co., etc. There is a sales and advertising problem of no mean size. The United States, which has developed the economic use of advertising until it leads the rest of the world by at least thirty-five years in this field, should have useful advice to offer when question two is up for solution.

Another important factor in this question of purchasing power, which it is difficult to disassociate entirely from that of working capital, is exchange depreciation. The causes of exchange depreciation vary slightly in different countries, but in the main they may be said to be two: a debasing of the national currency through its inflation; the import of goods and services in considerable excess of exports.

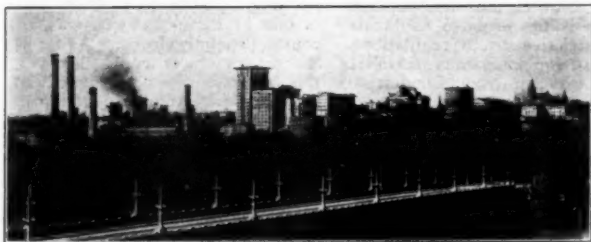
It is reasonably contended that a fluctuating exchange rate is a greater barrier to trade than one fixed even at a considerably depreciated value. The following instance certainly bears witness to the truth of this contention: Mr. L., a cotton broker, of Havre, bought \$200,000 worth of cotton from an American exporter, paying for it at the rate of sixteen francs to the dollar. Between the time of payment and receipt of the cotton at Havre, the dollar decreased in value by two francs. Mr. L. therefore lost 400,000 francs on this one shipment, since, of course, he had to sell it on the basis of the increased value of the franc. Under such conditions, the tendency is to

restrict foreign purchases in every possible way or to adopt a hand-to-mouth buying policy that is uneconomic and unsatisfactory.

The exchange problem is then one of stabilization rather than appreciation, for present practical purposes at any rate. How can exchange be arbitrarily stabilized? The most ingenious answer so far put forward comes from a Genoese banker. His suggestion is that the depreciation of a currency from the standard American dollar be fixed in inverse ratio to the rise in the cost of living in the country whose currency is under consideration. The practical difficulties in the way of realizing exchange stabilization by this method are many and on brief analysis appear almost insurmountable. To begin with, cost of living fluctuations are calculated with average 1913 prices as a basis. But even the American dollar has somewhat depreciated since then. This depreciation therefore must be continually watched, since each time it fluctuates, a corresponding change will have to be made in all the exchange rates fixed with it as a basis. Further, in those countries whose currencies are most depreciated and unstable, the continued printing of paper money causes extraordinarily violent movements in the cost of living indexes.

The cycle in such countries is somewhat as follows: The paper currency is increased, the value of the gold dollar rises, the cost of living goes up. The obvious solution for this difficulty is to stop printing paper money. But in many countries the political authority of those in power is insufficient to allow them to increase taxation and reduce expenditures in such measure as would permit the balancing of public receipts and expenditures without recourse to the printing press. It now appears that the solution suggested by our Genoese banker, if practicable in other respects, depends, in the first instance, for its realization on political rather than economic action. Indeed, the difficulty of treating the world's

# Richmond's present is far more amazing than her history



"I'M going to see historical old Richmond," said the visitor as he stepped off the train.

He walked out of a million-dollar station famed for its beauty, and saw a modern city of 200,000 people busily engaged in earning and spending, just as any group of 200,000 happy, prosperous people earn and spend.

He saw thousands of men and women, swarming in stores and shops.

He saw hundreds of factories (Richmond has invested \$94,000,000 in manufacturing enterprises) busily at work, making cigars, stoves, locomotives, cigarettes, ice-cream freezers, paper, books, and hundreds of other products.

"Why," the visitor said,

"Richmond's present is far more amazing than her history."

Any person who has allowed the history of Richmond to blind him as to Richmond's present, needs only to see this hustling, bustling, wide-awake city to realize that here is not merely a city that was once the Capital of the Confederacy—and always in the historical lime-light, but that here is a city which has grown and prospered—which has, in keeping step with national progress, become an important jobbing center and a market that no advertiser can afford to overlook.

Richmond—the city of 200,000 people—buys comforts and luxuries as well as necessities.

Are they buying your goods; if not—why not?

(Continued on page 113)

## The Dispatch Papers

THE TIMES-DISPATCH

THE EVENING DISPATCH

Offices: The Times-Dispatch Building, Richmond, Va.

STORY, BROOKS & FINLEY—New York—Philadelphia—Chicago

Richmond, Va.

Use The Dispatch Papers (M&E)

economic and political problems as entirely separate issues becomes more and more apparent as this question is examined. Possibly this is the reason such avowed politicians as Lloyd George, Facta, Tchitcherin and Barthou now sit around the same table at Genoa.

Frankly dependent for its economic solution on its political solution is the problem of tariffs and restrictive trade regulations. It is hard for Americans to realize that a traveler from London to Constantinople, overland, may have to have his passport viséed by twelve different authorities. Goods in transit from Paris to Sofia are subject to four different series of tariff, import and export regulations while en route. Such hampering of trade is almost comical; it must be done away with if any real prosperity is to be made possible. The problem is by no means insoluble: it needs common-sense discussion, however. The views of those who support a general and economically feasible European Customs Union may not be realized in full at Genoa, but a step in the right direction will certainly be taken.

Then there is Russia, potentially the most powerful economic unit in the world. It is now pretty generally admitted that Russia cannot continue indefinitely, or even until the Russian people dismiss their present rulers, in a state of economic isolation. Even the Soviet Government recognizes this fact. But the difficulties in the way of the resumption of economic relations with Russia are staggering. Quite aside from the problem of her pre-war public and commercial debt to the world and its recognition, such further problems as the validity of contracts, the recognition of property rights and the contractual freedom of labor press for solution.

In this last connection, one instance of present conditions may be cited. A manufacturer, the national of a power that had entered into trade relations with the Soviets, obtained the right to lease and operate a boot and shoe factory then operated by the Govern-

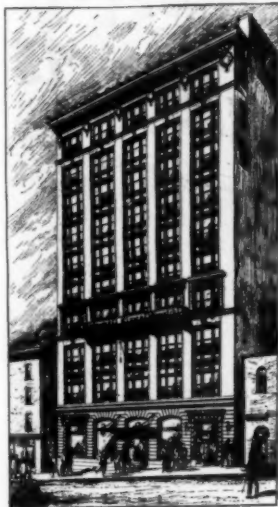
ment. He started operations, increased his personnel, improved the plant somewhat, appeared to be in a fair way to some profitable business, when the committee in Moscow that regulates the employment of factory labor passed an ordinance limiting hours of labor in certain districts to three per day. The factory, which was in one of these districts, was, of course, promptly closed. As far as the manufacturer could discover, this ordinance was designed to increase agricultural production in the districts affected by compelling the townsmen to turn agriculturists in order to live. As the workmen were not supplied with farms or agricultural implements or the knowledge of how to farm, it may be doubted that the agricultural output was appreciably increased.

Under such fantastic conditions, it is difficult to see how any business can be done with Russia. The point is, of course, that the Soviet Government in all its branches must be made to understand this fact. The effort is to be made at Genoa and it will probably meet with success, since Russia is so badly in need of Western aid. Profitable trade with Russia on any great scale is out of the question for some years. The country's internal economic disruption is much too complete and the development of its natural resources will be a slow process. But a start must be made.

The real work of the Genoa Conference will be done in seeking solutions for the problems, the terms of which have been briefly outlined above. The first need of the business world is to have the causes of its economic ills analyzed and laid bare for all to see; they are too little known now in spite of the attention they have received. The economic interdependence of the world is a fact. The measure of success or failure of the Genoa Conference will be its success or failure in bringing the truth of this fact to those politicians and business men who still doubt it and its implications.

# Richmond is a big, worthwhile market

—and the Dispatch Papers will help you to use it



This is the Times-Dispatch Building, in Richmond. With the most modern and approved equipment in every department—with facilities for quick service in every form—with high ideals and a broad-gauged policy of doing business, we are prepared to serve you better.

Write us for data—surveys for products or market conditions or any other assistance that a live, modern newspaper can render.

OUR Merchandising Service promotes dealer co-operation in a sensible, permanent way in Richmond.

Here is a market worth getting—and here is a service that helps you get it.

No matter what your product may be—or what difficulties attend its selling, our Merchandising Service will so ably assist you that you will find it easy to sell Richmond.

Ask for any information you want—our trained investigators can supply you with data about any product, group of products and specific information about Richmond market conditions.

Richmond is a good try-out city. With the co-operation that the Dispatch Papers will gladly give, you can come into this market with a minimum expenditure and formulate or perfect your selling plans.

## The Dispatch Papers

THE TIMES-DISPATCH

THE EVENING DISPATCH

Offices: The Times-Dispatch Building, Richmond, Va.

STORY, BROOKS & FINLEY—New York—Philadelphia—Chicago

Richmond, Va.

Use The Dispatch Papers (M&E)

# Naturally Life attracts

Life now offers its advertisers an opportunity to present their selling message to its great, prosperous audience at the lowest cost per thousand in the class field.

**200,000**

—net average guaranteed  
with pro rata refund

11

# Mass of Class



Robert C. Benchley

## The most unique Dramatic Review in this country

Wit, humor and satire—these plus a keen, fair appraisal of New York's current theatrical offerings make Benchley's page in *Life* the most widely read dramatic review in the country.

It is interesting, naturally, to people who can afford a live interest in the theatre—and who know how to smile.

## Confidential Guide

**The Bat.** Morisco. A crime wave all by itself  
**Blossom Time.** Ambassador. The best music in town. Ask Franz Schubert.

**Bulldog Drummond.** Knickerbocker. More fun than you have had since you skipped school to see "The Jaws of Death."

**The Music Box Revue.** Music Box. It will take next month's rent money to get in, but it's almost worth it.

# There is Money in Central Illinois

The bank statements of 63 banks in Daily Pantagraph territory in Central Illinois, as published in January, 1922, show total deposits of **\$27,000,000**, in spite of the fact that 1921 conditions were far from normal.

## **The Daily Pantagraph** *Bloomington, Illinois*

Published Every Morning Except Sunday

Serves 70 prosperous cities and towns in ten rich counties (including thousands of farm houses) with a population of 140,000 above the average in buying power.

All commodities used in the home and on the farm will find a ready market in this territory and advertisers will benefit by the reader confidence built up in the 76 years of The Daily Pantagraph's existence.

### Here's Your Market— Are You Bidding For It?

Representatives—Kull-Burke, Inc., Brookway Bldg., New York City.  
Elmer Wilson, 1500 Tribune Bldg., Chicago.  
P. A. Folsom, Chemical Bldg., St. Louis, Mo.

Members A. B. C., A. N. P. A. and Associated Press.

# Reaching the Man Who Reads as He Runs

The Chemical National Bank Goes after the B. B. M.

"OUR copy averages less than fifty words of text. If a man has time to read more than that, we don't want his business."

That is the rather startling statement Charles Cason, director of public relations for The Chem-

ical National Bank of New York, is seeking new business on his record. Few organizations in this country, however, are able to boast of ninety-seven candles in their birthday cake. Consequently, there is an unusual record on which to solicit new business.

What is more, the history of the bank is unique.

The first advertisement recounts: "The New York Chemical Manufacturing Company, located in Greenwich Village, was the humble beginning of the Chemical National Bank. Organized in 1823, its charter was amended the following year to permit of a general banking business with the stipulation that at least \$100,000 of its \$500,000 capital be employed in the manufacture of chemicals."

The historical appeal in bank advertising is not strikingly original. Where this copy differs, however, is in its presentation of the bank's history and not that of contemporary organizations or institutions. In other words, it was not necessary to treat of the history of the community, or the stories of business neighbors which is a rather common practice in bank publicity. The general interest inherent in the historical slant could be retained and the appeal be brought nearer home at the same time.

The copy has taken good advantage of the opportunity. Most of the headings are hand drawn. Illustrations are done in imitation wood cut, which is a logical style when olden days are the topic of discussion. High-lights in the bank's history were chosen for copy treatment. For example, one advertisement headed: "Old Bullion" explains: "By this unique name the Chemical National Bank has been known since the period in 1857, when it was the only bank that continued

From the New York Herald of Sept. 21, 1837.

Good as gold then  
Good as gold today  
Seeking new business on our record

THE  
CHEMICAL  
NATIONAL  
BANK  
OF NEW YORK  
Founded 1823  
BROADWAY AND CHAMBERS, FACING CITY HALL

DESIGNED TO ATTRACT THE EYE OF A BUSY READER

ical National Bank of New York, made when queried concerning that institution's current newspaper campaign. Five New York dailies are being used as well as a list of banking and financial journals.

As each piece of copy states, the bank is "seeking new business on our record." Perhaps there is nothing extremely unusual in that. Every crossroads merchant

specie payments—and this name epitomizes the entire history of the Chemical."

Each incident selected was judged mainly on its ability to get across the thought of "stability." "Through the Financial Storms of Ninety-seven Years," is the introduction to one advertisement and every other piece of copy seeks to convey the impression that the bank will safely ride the storms of the next ninety-seven years.

One other point that is emphasized frequently is that The Chemical National Bank is "A Commercial Bank — performing every function of a bank." The need for the sentence is explained, of course, by the name of the institution.

All through the campaign the individual at whom the copy was to be aimed has been kept in mind. If fifty words of text was as much as he would read then that would be the limit. And, on the average, each incident has been described within that range of words.

### "The Neighborhood Jobber" Advertised

The use of street card advertising to proclaim its services as "the neighborhood jobber" has been begun by Brewer & Company, Worcester, Mass., drug jobbers.

"Brewer Lax is only one of the many thousands of products manufactured by Brewer & Company laboratories," the copy states. "Brewer & Company are neighborhood wholesale druggists—a supply base of that indispensable local institution—the neighborhood drug store."

### Agency Appointment in Kansas City

Frank E. Whalen, formerly with the Potts-Turnbull Advertising Co., and with the Gray Advertising Co., has become associated with the Allen C. Smith Advertising Co., Kansas City.

### English Railroad Advertises in United States

The Great Eastern Railway of England will advertise in American newspapers and magazines. The account will be handled by the Hicks Advertising Agency, New York.

### Also See Ecclesiastes 1:9

H. E. LESAN ADVERTISING AGENCY, INC.  
NEW YORK

Editor of PRINTERS' INK:

Many of the controversies that frequently break out in your columns regarding the origin of certain slogans only impress me with their futility. An example: How often do we hear such expressions as, "Well, times are not what they used to be," "The good old days," etc. I presume the people who make these remarks consider them original to the present age, but if they will examine the 7th chapter of the Ecclesiastes, 10th and 11th verses, they will find that the same opinions existed in those days, and that the preacher rebuked those old boys in his day, nearly 3,000 years ago. If there were any way of proving it, I would like to make a bet that even he just gathered into the compilation called "Ecclesiastes" a proverb that had come down to him from 3,000 years before his time.

I imagine that the only result of questions as to the authorship of any certain slogan or saying would be to develop a constantly receding originator. Therefore, let us use the slogans that custom gives us the right to use and let us consider the present the best time that ever was and forget about lost opportunities or former days that were better than these.

CHARLES LANSDOWN,  
Treasurer.

ECCLESIASTES 7:10-12

Say not thou, What is the cause that the former days were better than these? For thou dost not enquire wisely concerning this.

Wisdom is good with an inheritance; and by it there is profit to them that see the sun.

### Convention of Printing House Craftsmen

The International Association of Printing House Craftsmen will hold its third annual convention in Boston from August 28 to September 2. A printing exhibit will be on display, which will include a complete direct-by-mail advertising campaign.

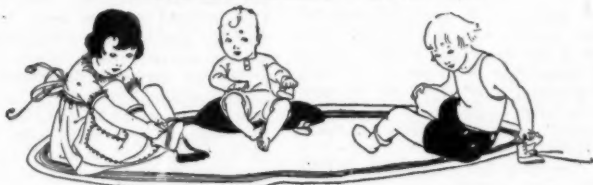
### J. Walter Thompson Secures Klearflax Account

The Klearflax Linen Rug Company, Duluth, Minn., manufacturer of "Klearflax" rugs and carpeting, has placed its advertising account with the J. Walter Thompson Company, New York advertising agency.

### Appointments by "Radio Topics"

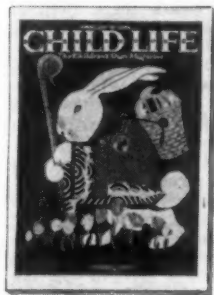
G. B. Guthrie has been appointed advertising manager of *Radio Topics*, Oak Park, Ill. A. P. Mitchell, New York, has been made Eastern advertising representative of this publication.

# Advertise Children's Shoes in CHILD LIFE



**I**N more than 40,000 of America's better class homes each month the mother reads "Child Life" to her children. She finds here just the right stories and poems and illustrations for the eager, inquisitive minds in her care. Your sales message could not reach her at a more opportune time. Tell her about your shoes for children when she is caring for her children.

On thousands of nursery floors all over the land sturdy little feet are wearing out trim little shoes. The mothers will buy the next shoes for the children and all the shoes after the next. "Child Life" is an ideal advertising medium for children's shoes and all else that kiddies wear and wear out.



Write today for rates, additional information and a copy of "Child Life" to look over.

*Published by*

**RAND McNALLY & COMPANY**

536 S. CLARK STREET, CHICAGO

*Largest Publishers of  
Books for Children*

Mothers who select read:

**"CHILD LIFE"** to their children



## What One Newspaper Has Seen in Seventy-five Years

THE progress of the United States in a span of seventy-five years, seen through the eyes of a newspaper, is related by the Philadelphia *Bulletin* in its leading editorial of April 12, its "seventy-fifth anniversary celebration issue." This editorial, in part, reads:

"Seventy-five years ago today, the first number of *Cummings' Telegraphic Evening Bulletin*, the original title of *The Evening Bulletin*, was issued. The old name is, in itself, suggestive of the circumstances attending the launching of the paper. The commercial development of the telegraph was then beginning. The country was at war with Mexico. One of the earliest telegraph lines stretched from New York to Washington, and the public were anxious for news from the national Capital and could not wait for the slow mail and messenger service. It was an augury of the enterprise that the name of the newspaper was so identified with that invention of Morse, which more than any other one thing has put the actual news into the newspaper.

"In 1847 there were twenty-nine States in the Union. Texas had been admitted in the closing days of 1845, Iowa on December 28, 1846. The population of the United States was less than 20,000,000. New York City, including Brooklyn, then counted a suburb, was credited with about 500,000. Philadelphia, proper, boasted 90,000, and with immediately contiguous districts over 200,000 and was recognized as the second city in the nation. Cleveland had a population of 12,679; Cincinnati claimed 90,000; Chicago was said to have "nearly or quite" 17,000; Detroit numbered 18,000; a hundred people formed the little settlement of St. Paul; Yerba Buena, the beginning of San Francisco, was a hamlet of only five hundred; Jersey City

had a population of 5,762.

"The tide of immigration was just beginning to flow; the record of 230,279 aliens admitted in 1847 was unparalleled.

"Imports into the United States for the fiscal year of 1847 were \$146,545,638; exports were \$158,648,622. For the first eight months of the current fiscal year, in a period of unusual depression in foreign trade, the imports of the country were \$1,621,609,718, and the exports were \$2,480,174,336.

"Railroads had been in operation but about ten years in 1847; coal-burning locomotives experimented with that year were considered a great step in progress; the 'Mail Pilot' made a 'record' passenger train trip from Jersey City to Philadelphia in three hours and fifty minutes.

"There were but 2,350 miles of telegraph wire in the United States in 1847, the lines between Philadelphia and Cincinnati and between Washington and New York were notable achievements of the previous year.

"In 1847 there were 1,555 newspapers and periodicals in the United States. Today there are 20,431, with an aggregate circulation of fifteen and a half billion copies in the year.

"Such are glimpses of the strides of progress making in the seventy-five years mere outlines of the transformation which has taken place. It has been the privilege and the duty of the newspaper to keep pace. The extension of the telegraph, the cables linking up the continents, the development and perfection of railroad service, the telephone, and wireless telegraphy, have facilitated the gathering of news and now the radio telephone is at hand. Hoe's revolutionizing improvement of the printing press had but recently become available in 1847, a primitive forerunner of the masterpiece of production of today. Mechanical genius has come to the newspaper's aid in typesetting and casting, in stereotyping, in the production of print paper, in the art of illustration, and in a thousand and one of the facilities of publication."

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## Railroads' Sales Sense Needs Development

New York, April 11, 1922.

Editor of PRINTERS' INK:

Will you permit me to comment on Edward Hungerford's article, "For the Railroads—a Sales Manager," which appeared in PRINTERS' INK of April 6? As an old railroad man, I think I can throw some light on the situation.

The average railroad executive—and by executive I mean the president or vice-president—thinks of advertising only in terms of exploiting the merits of two or three of the crack trains operated by his railroad. The passenger department of a railroad is not the department which makes money. Often, it is operated at a loss; seldom at a profit. Advertising, therefore, in the estimation of railroad executives, is an expense—the sending of good money after bad.

The ranking passenger officials of railroads are not, as a rule, blessed with what is called a "selling mind." If you were to tell them that they are really the sales managers of the railroads which employ them, they would not, in most cases, understand you. This is unfortunate. The reason is very simple when you understand it. Ninety-nine general passenger agents in a hundred began work as office boys or junior clerks in the passenger departments of the railroads with which they are connected. Never, or almost never, have they developed a "sales sense." They have reached their present positions by seniority. Their first advancement was to the position of chief clerk, then they became assistant general passenger agent, finally general passenger agent, or as it is now called, passenger traffic manager. In most cases, they did not reach the position of general passenger agent until they were pretty well along in years.

Some of these days, some bright advertising man will evolve an advertising plan which will do more than advertise passenger trains, excursions and resorts. It will advertise the territory traversed by the railroad and the railroad as an integral part of that territory. But the man who will evolve this plan is not a railroad man—he is an outsider.

J. M. CAMPBELL.

## Our Foreign Trade Increases

An increase in the value of our foreign trade is reported by the United States Department of Commerce. Exports in March amounted to \$332,000,000, the highest since October, 1921. Imports amounted to \$258,000,000, the highest since December, 1920.

The trade balance of \$74,000,000 in favor of the United States, shown by the figures, is the greatest since November, 1921, when the total was \$83,000,000. The trade balance in February was \$35,000,000, and in March, 1921, \$135,000,000.

Exports last month compared with \$387,000,000 in March, 1921, and were nearly twice as great as the pre-war

figures of \$187,000,000 in March, 1914.

Imports in March compared with \$252,000,000 a year ago and with \$183,000,000 in March, 1914.

Exports for the nine months ended with March aggregated \$2,812,000,000, against \$5,509,000,000 the same month of 1921, while imports for the period totaled \$1,880,000,000, against \$3,009,000,000 the same months of 1921.

## Nursing Pet Economies

The McClave-Brooks Company, of Scranton, Pa., manufacturer of grates, stokers and steam boilers, wanted to emphasize the economies that McClave Combustion Systems can effect in the boiler room. To illustrate how some manufacturers, in the parlance of another day, "save at the spigot and waste at the bung-hole," McClave-Brooks printed the following bit of word imagery in a current business-paper advertisement:

"Every manufacturer has his figurative string ball which may grow to large size while he idly watches thousands of dollars go to waste in his power plant—watches without seeing, because he cannot lift off the top of the boiler or insert glass windows in turbines, engines or other machines to see what is happening on the inside.

"And because he cannot see how many of the hidden heat units in his fuel are dancing over the live coals and out into space, and how many are speeding with terrific force to turn the machines of his factory, he looks upon the power house as a house of mystery and overlooks the little things he can see, and hear, and measure."

## One Method of Advertising Note Books

In order to lead people into the main body of their advertisement, Tallman Robbins & Co. have used a more indirect and an easier route than usual. Instead of starting off with a story of note books, the product they sell, they begin with a story of chewing gum and quite easily break into their own story farther down. The copy asks: "Next time you buy Gum, think of the bookkeeping in the huge offices of the Wm. Wrigley Co.

"Just as Mr. Wrigley knows where to get the finest chicle and winning flavorings, so too does he know where to get the longest lasting bookkeeping equipment."

## Window Glass Maker Is Newspaper Advertiser

Joseph Elias & Co., Inc., Long Island City, N. Y., have started to advertise "Crystalite" window and plate glass. The campaign at the start is appearing in New York City newspapers and is handled by The Capital Advertising Company of New York, Inc.

The Capital agency has also obtained the account of E. P. Cordero & Co., Inc., New York, manufacturer of "Mi Hogar" cigars.

## What Is a Food Broker?

**A**N explanation of what a food broker is has been made by the president of the National Food Brokers' Association, James L. Ford, Jr. Mr. Ford's explanation is given in a circular issued last week by the National Food Brokers' Association. It reads, in part, as follows:

"The wholesale food broker functions primarily as the selling agent of the manufacturer of food products. His sales are made to the wholesale trade and his commissions vary from  $\frac{1}{2}$  to 1 per cent to 5 per cent, depending upon the commodity handled and the character of service rendered. In order to properly perform his duties as selling agent the broker must post himself on the markets of the world so that he may properly post the manufacturer as to the conditions of the market, the character of goods wanted and the nature of his competition.

"While the commission or brokerage is paid only on the amount of the sale made and only if a sale is made, the actual selling of the goods is only a part of the service rendered.

"A manufacturer having brokers all over the country, and in some cases in the foreign field, may at the cost of postage secure in a short time in his office an accurate survey of existing conditions, both as to the general market conditions and as to competitive conditions in every territory of the country and the world. This does away with the maintenance on the part of the manufacturer of a large intelligence department, as well as a large force of selling representatives, and this service is paid for only if sales are made. The small manufacturer thus has access to an expert selling force which gives him the benefit of the nation's market and a source of information which he could not secure for an amount in excess of his total volume of business.

"There are small canners in this country whose output amounts to only five or six thousand cases of

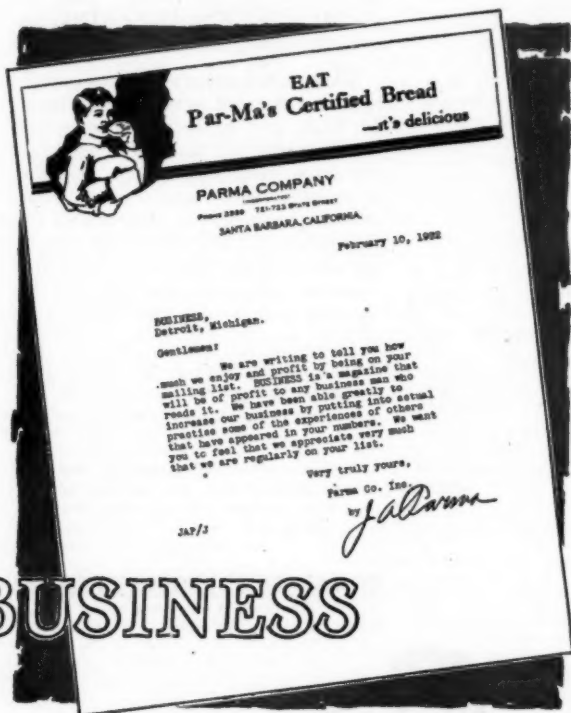
canned goods, who have at their disposal this expert selling service enabling them to choose their markets and be posted on the conditions of those markets having a total selling expense of perhaps only \$150 to \$200 on their entire pack, as in the case mentioned.

"Just as the broker saves the expense of selling and of collecting information for the seller, so does he function in the same manner as a saving factor to the buyer. The broker makes no charge to the wholesale buyer. The broker can render this service to both buyer and seller at such small compensation because of the fact that he represents a great many different manufacturers of diversified lines of goods, and necessarily does a large volume of business at an extremely low rate of gross profit. This gross profit will average about 2 per cent of the amount received by the seller and is paid for by the seller. The broker is paid a higher rate only when he warehouses, finances, or advertises the product, which cost would appear at the sellers' end, were it not assumed by the broker when requested.

"The broker, therefore, collects a compensation only when sales are made. He supplies the smallest manufacturer as well as the largest with the best selling service in the country, and on account of his large volume of business is able to give to each this service at a tremendous saving in cost.

"Lastly, through the medium of arbitration boards, created by the National Food Brokers' Association, in conjunction with the National Canners Association, the National Wholesale Grocers' Association and the Southern Wholesale Grocers' Association, the broker is in position to settle disputes at a nominal cost, thus making a saving for both buyer and seller. These arbitration decisions as conducted under the associations above referred to, are almost universally accepted by buyer and seller. It is seldom a dispute in the food industry goes to the courts."

# "Business" Increased His Business



## BUSINESS

A publication that makes money for its readers will make money for its advertisers.

**BUSINESS** is paying its advertisers well because of its 160,000 hand-picked circulation among business executives, and because of its strong reader-following in that field.

The Burroughs Clearing House, with 52,000 circulation covering every bank in the U. S. and Canada, offers a unique combination of market, prestige and advertising rate.

## The Burroughs Publications

Published by the Burroughs Adding Machine Company, Detroit, Michigan

**J**UST as the banker turns to the financial page of his evening paper—or the “fan” turns to the sporting page—so does the plumbing and heating contractor turn to **DOMESTIC ENGINEERING** to read the latest news of his trade.

The market reports on raw materials and finished products, the legal decisions, new appliances, new equipment, stories of successful men of the trade, timely editorials, and the many other worth-while articles that crowd the pages of **DOMESTIC ENGINEERING**, are to the plumbing and heating contractor what the financial page is to the banker—the sporting page to the “fan.”

MEMBER  
Audit  
Bureau  
of Circulations

Associated  
Business  
Papers, Inc.

If you talk to him in his own paper—**DOMESTIC ENGINEERING**—you will get results. Have you ever tried it?

*A survey of the plumbing and heating trade—an interesting little booklet—is yours for the asking.*

**DOMESTIC ENGINEERING**  
*The Plumbing and Heating Week*  
1900 Prairie Avenue, CHICAGO



# Dealer Ads That Capitalize the Dealer's Viewpoint

Certain Manufacturers Are Inviting Retailers to Make Suggestions for Electrods and Are Finding the Idea a Profitable One

By A. H. Redfern

THERE is always something new to tell about dealer electrotypes, because no other branch of advertising makes such a restless search for improvement.

Who fails to remember the era of the campaign that was thrown together, with all the mechanical and arbitrary assurance of a knock-down bungalow, and shipped to dealers as one might ship a crate of guinea pigs? The dealer himself was not consulted. What did he know about it? His judgment would go no farther than the type of mentality that produced those terrifyingly atrocious small-town newspaper advertisements.

He should be highly honored at having beautiful designs drawn for him by famous artists, and copy written that could only originate in a large city. To criticize was to demonstrate ingratitude of a high order. When, as often occurred, the dealer did not run them, there was the customary caustic observation that these little dealers were ignorant men anyway, and there was no way of helping them because they didn't want to be helped.

There has come to the front, of recent months, however, a new breed of dealer electro. This new electro is really dictated by the dealer himself. He has a hand in its construction. His personal ideas are incorporated. And, following a well-known rule of human nature, having fathered and even mothered an idea, he stands beside it and back of it, and along the fighting line to protect it, when the casual critic pokes his head above the horizon.

If you want the other man to use a scheme, make him think a part of him is bred into the scheme. No harm is done if he entertains the sneaky suspicion that it is all his own.

There was always something dreadfully impersonal about the old style of electro. The dealer looked upon it as just so much metal that took up unnecessary room in his private office. And oh those imperiously presumptuous letters that accompanied the schedule, as if he, the dealer, had nothing to do but act as local advertising manager for a hundred or so manufacturers, each one a little more selfish and self-centred than the other.

Slowly it has dawned upon those who prepare dealer material, that perhaps the dealer himself should be taken into partnership. His money is spent for the white space. This opinion, of course, has been considerably furthered by the fact that not so many of the elaborate advertisements were ever used as conditions seemed to justify and as the law of advertising percentages makes rigidly necessary.

## GIVES THE DEALER A VOICE

See how wonderfully another idea can be made to work. An advertiser, long discouraged with the results from dealer campaigns that went bad in the shell, started in, three months before it was time to issue a new dealer portfolio, and sent out a form letter a week to every customer.

A paragraph in one of these letters is a jewel of consistency. We quote it:

It is entirely possible that local conditions might demand a certain form of electro—or several of them. In which case, we welcome your personal suggestions. You know your own advertising problems better than we can hope to know them. Just jot down such thoughts as occur to you and we will see if we can't make them up into special advertisements for you. If you have an idea for an illustration that you know will prove effective in your territory, tell us. If a certain style of copy would be

effective, we want to know and it will be written. You may not be an artist or a professional copy writer, but you are a practical business man, which is better than both in a case of this kind. Hereafter, we intend to consult you before we produce our newspaper electrotypes.

That letter produced the desired results. From an exceedingly gratifying percentage of the dealers there came immediate response. Yes, they did have ideas of their own that they would like to see worked up. The firm was thanked for its courtesy. Suggestions banked up like a snowdrift, until there was a wealth of invaluable, first-hand data.

Now it happened that it was possible to prepare one advertisement that would satisfy the written demands of a large number of interested dealers, for their minds ran in similar channels. One dealer's problem was the problem of the other fellow, whether in Portland, Me., or Jacksonville, Fla.

Where a dealer had gone into detail, describing one or more electros of a specialized character, the advertising department did not wait for the entire book of advertisements, but hustled the "exclusive" layouts in an envelope and sent it to the man who had wanted something along these lines. There was an accompanying letter.

We certainly thank you for suggesting this idea. And we adopted it, to a large extent, as you can see and we give you full credit for the achievement. It is doubtful whether we would have hit upon this same plan.

We trust you will not object if we pass the material on to others, for we know that many merchants will profit by using such ideas. We will shortly send the complete proof-book of our new schedule of newspaper advertisements and we believe you will find all of them worthy of your careful consideration. They have been influenced by the practical suggestions made by you.

It should be admitted, in passing, that this was by no means all bluff and guff. Those form letters did bring a remarkably fine set of ideas and suggestions and clearly established the viewpoint of the dealer, when it came to his own local advertising.

The most beautifully drawn illustration and the most expert copy, plus all of the other ele-

ments that go into workmanlike newspaper layouts, might not represent at all what the dealer knows will bring him business. He is and should be the final arbiter. If he finds that a bold, rather primitive form of advertising pays, then why ask him to run copy that is deliciously anæmic. It is well enough to want to raise the standard of newspaper advertising, tie frills on it and give it polish and veneer, but there is a definite line that marks where your schooling ends and his rights begin. He is less interested in exalting the advertising crafts than in selling merchandise and it will take elephantine arguments to make him change this belief.

#### ADVERTISING DEPARTMENT ADAPTED FOR SPECIAL SERVICE

"I would rather," said one advertising manager, "fuss around with one homely advertisement, dictated by a live dealer, than to issue twenty elaborate general pieces of copy, shot in the air and, as like as not, aimed at the moon. I can be sure that this one advertisement will be run in the papers. The others are a matter of surmise and gamble.

"We have hired an artist at a moderate price who is a fixture in the department. Mr. J. of Middletown, N. Y. writes in, having been invited to do so. He says, in part: 'I am just wondering if you folks can help me. There is to be a county fair in our city in three weeks, and we want our advertising to carry some of the atmosphere of the event. Perhaps there could be a picture of prize-winning fruit, vegetables, grains, cattle of pedigree, etc. And then you can fit your product in where you think best. The Chamber of Commerce has asked all the merchants to help out by making the newspaper advertising take on county fair color. I can use this as wide as four columns if you make it up for me.'

"The artist gets busy immediately. It is not an expensive drawing and the plate is a small item. Out it goes, on time, and very soon the dealer writes a letter of thanks and congratulation that is enough

*How*  
*When*  
*Where*  
*Why*  
*to Whom* } *Is It Sold?*

Every working day in the year, in practically every state in the Union, a man or woman from the Economist Group is on the job, studying trade conditions, watching retail activities, and keeping in touch with merchandise movements.

Their reports present a digest of live information not to be duplicated in American business and they are now focused at a central point—

*The Agency Relations  
Department  
of*

*The Economist Group*

*239 West 39th Street*

*New York City*

*Note—* Advertising agency executives can avail themselves of this information on all lines sold through the department, dry goods and general stores by addressing the Agency Relations Department.

to make a sales manager buy himself a new suit of clothes. We then get busy and look up a list of towns where county fairs are to be given, and their dates. Electros are prepared and sent to dealers in those places. Thus it is by no means a one-use proposition. It becomes a full-fledged traveling electro, as you can well imagine. In the meanwhile, the original dealer never forgets the kindness that has been shown to him. We have won him, heart and head and hand. He is a worker for us in all ways and under all conditions.

"It is not pretty pictures and smart headlines and literary text that interests the dealer nowadays. It is the basic idea and its application to current business conditions. I do not think—and I am sincere in this—that it is humanly possible for even the shrewdest copy man and creator of advertising to sit at the home office and automatically prepare an entire campaign of electros, in advance, without bothering to sense the specific wishes of the person who is to use them. Newspaper advertising is quite different, in its scope, its mission, its appeal, from magazine copy. Every little town has its own pet hobbies, its own buying atmosphere. In the aggregate, there are certain bulk ideas that will prove popular.

"But we have found that your modern dealer has turned at last. They have called him a little worm and he intends to prove it. He is refusing to use the old-style electro that is manufactured by the pound. You can write to him and wire him and cajole or threaten him but he remains obdurate.

"An electro series in which a manufacturer forgets that the average store sells anything but his goods is reposing beneath the counter and down in the basement of the nation's shops and stores. Live and let live has become one of the many dealer slogans. He will assist in advertising you if you will help a little in advertising him. It is give and take, fifty-fifty on the idea, on the copy, on the illustration."

The advertising department of a Boston concern manufacturing writing paper sent out a polite

questionnaire to all dealers receiving its collection of newspaper electros.

"Be frank with us," this communication read. "These advertisements are prepared for you and they fail of their purpose if you do not approve of them, use them, find them remunerative. Tell us what you think of them. Criticize them. Tell us which ones appeal to you most.

"Do not spare our feelings. It is constructive criticism we want, rather than praise. We are determined to produce, next season, a series of electros so worthy that you will want to send, not for several of them, but the entire campaign. We can only accomplish this by soliciting your friendly collaboration."

These letters were answered in exactly the right spirit and it was possible, at the end of the first month, to check up the replies and to make a chart of how each different electro reacted upon the dealer. By consulting the diagram, the relative popularity of every piece of printed matter was obtainable. It is a method that does some damaging things to pride and to self-assurance.

The modern electro is no longer an "inside job." It is a very important piece of collaboration, with the dealer himself sitting at the advertising manager's desk for the time being.

### Chicago Agency Secures Food Account

The Baker Food Products Company, Chicago packers of Delicia canned meats, has placed its account with The O. J. McClure Advertising Agency, Chicago. A newspaper campaign is being planned.

### R. H. Murphy Joins Detroit Agency

Russell H. Murphy, for several years a member of the selling organization of the Craftsman Studios, Inc., of Detroit, has resigned to become art director of the Pratt-Moore Advertising Agency, of that city.

### P. & R. Railway to Advertise

The Philadelphia and Reading Railway has appointed the John Clark Sims Company, Ltd., advertising agency of Philadelphia, to handle its advertising.

# Readers Abroad

Find the AMERICAN EXPORTER of value in keeping them informed of manufacturing developments in the United States

HERE IS A TYPICAL LETTER:

SOLE AGENTS:  
HYUNDAI  
GOSWAMI, BENTLEY &  
45 E. 5th St.

TEL. 47 TOBAGO

**G. ASAI & CO.**  
180, NAKANOCHIMA Bldg.,  
OSAKA, JAPAN

IMPORT DEPT. 22nd JANUARY, 1922. 10

Messrs Johnston Export Publishing Co.,  
Penn Terminal Building,  
370 Seventh Avenue,  
New York City, U.S.A.

Dear Sirs,

We are glad to inform you that we are the successors to T. Asai & Co. of this city, a well-known and long established import house, and that Mr. G. Asai, the proprietor, is a son of Mr. T. Asai who has recently retired from the business altogether.

We have received today a copy of January number of American Exporter from you and are glad to say that we are seriously interested in reading the article "Introduce New Lines of Semi-Soft Collars" under the Clothing and Textiles Column.

In the article, it is said that several large collar manufacturers have decided to produce a similar character of this Semi-Soft Collar, but unfortunately we are not able to communicate with those manufacturers, the manufacturers' name and address being found neither in the article nor in the advertisement page.

We shall be very much obliged if you would kindly, our name to each of those manufacturers and requesting them to send us some sample pieces together with the lowest export prices for large quantities. If samples be charged, we are ready to pay against their debit notes or they may send the samples collect.

If the quality and the prices prove suitable for our market, we will certainly favor them with large orders.

**Terms:** You may tell them that our usual term of payment is cash against shipping documents in New York under letter of credit for full amount.

**Reference:** Yokohama Specie Bank, New York Branch.

Thanking in advance for your taking troubles and hoping your assistance will come out to a good result,

We are, dear sir,

Yours very truly,  
G. ASAI & CO.

Have you something to tell the foreign buyer?  
You can do it in the

## AMERICAN EXPORTER

The World's Largest Export Journal—In Its Forty-fifth Year  
370 SEVENTH AVENUE NEW YORK

# Retail Advertising

**M**ERCHANTS fill the advertising columns of the Daily Newspapers of Canada with advertising—retail advertising—to sell their wares to City people and those in the country 'round about.

And that is where they expect to find your *National Advertising*—right up against their own.

**F**OR in Canada THE DAILY NEWSPAPERS are a National Medium of Advertising—reaching not only those who live in the city of publication but those who live in countryside contiguous thereto.

**THE DAILY  
NEWSPAPERS**

# National Advertising

This claim is substantiated by the numerous and increasing numbers of successful national campaigns which the Daily Newspapers of Canada have to their credit.

**10%** of your U. S. appropriation will adequately and profitably sell your product to the readers of these papers. Ask your agency or write these papers direct for data.

Place	Population	Paper	Place	Population	Paper
Charlottetown, P. E. I.	12,000	M. Guardian	St. Catharines, Ont.	19,860	E. Standard
St. John, N. B.	64,305	M. & E. Telegraph & Times	Winnipeg, Man.	196,947	M. & E. Free Press
Montreal, P. Q.	801,216	M. Gazette E. LaPatrie (French) E. LaPresse (French)	Regina, Sask.	42,000	E. Tribune & E. Post
Quebec, P. Q.	116,850	E. LeSoleil (French) E. Telegraph	Saskatoon, Sask.	31,364	M. & E. Phoenix & Star
Kingston, Ont.	25,000	E. Whig	Calgary, Alta.	75,000	E. Herald
London, Ont.	60,000	M. & E. Advertiser M. & E. Free Press	Edmonton, Alta.	65,000	E. Journal
			Victoria, B. C.	60,000	M. Colonist E. Times

# OF CANADA

# CIRCULATION SUPREMACY

IN ONTARIO

The Net Paid Average  
Circulation of the

## Toronto Daily Star

for March was

# 115,941

Copies per Day

*The Largest Circulation of any  
Daily Newspaper in Toronto or  
the Province of Ontario*

During the past twelve months The Daily Star's circulation has increased at an average rate of over 300 per week—and April promises to exceed all previous records.

The STAR WEEKLY, Sunday edition, with rotogravure, comic, news and magazine sections, affords advertisers the largest circulation of any similar paper in Canada—over 150,000 per week—over 50,000 ahead of any competitor.

Members of Audit Bureau of Circulations

United States Representatives:

**CHAS. H. EDDY CO.**

**NEW YORK**  
Fifth Avenue Bldg.

**BOSTON**  
Old South Bldg.

**CHICAGO**  
Peoples Gas Bldg.

Montreal Special Representative:  
**J. B. RATHBONE**, Transportation Bldg.

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# Finding New Market Outlets for California Raisins

A Study of This Problem and Its Advertising Demands

By Harry W. Helferich

Assistant Sales and Advertising Manager, Sun-Maid Growers

A YEAR ago the prices of most commodities were falling very rapidly, and big losses were being taken by the jobbing trade. There was grave danger of the price of raisins taking a big drop, and the trade naturally had no intention of making any further purchases at the time. There were some estimates of a price as low as ten cents, which would have meant a heavy loss to the jobbing trade, and would have been very detrimental to the raisin industry. The Raisin Company felt that it was to the best interest of all concerned to maintain the price, and we were able to do so by the fact that we had 200 salesmen, each making an average of twenty calls a day, or a total of 4,000 calls a day, which was bound to make an impression on the retail trade, and sales resulted. In the meantime the newspaper and poster advertising, which was supplementing our national advertising, was taking effect with the consumer.

There is no question that any producer or manufacturer must have the co-operation of the distributors of his product. A great many of the trade had considered that we were arbitrary in our methods and thought of us as California growers banded together to take advantage of the trade and the public. It was, therefore, the first work of the new sales force to sell to the trade the Raisin Company's aims and ideals, and to endeavor to convince them that what was to the interest of the Association was also to the interest of the trade. We found that we were now slowly gaining the confidence of the jobbers and retailers, and the fact that the price of raisins had not dropped and that we had actually moved goods

to the retailers and to the consumers—about which the majority of the trade had been very doubtful—put us in much better standing. The retail work was continued, and when June 1 arrived all our offices in the United States and the Montreal office were open and equipped to take over the work that they had been organized to do.

## DIVISION SALES OFFICE

There was placed in charge of each territory a division sales manager who has from two to twenty salesmen under him. We have full information in these offices as to the purchasing possibilities of the different territories, and of the individual buyers. Our salesmen are expected to cover the retail trade every three or four months, and the wholesale trade at least that often. This keeps us in very close touch with the situation.

When visiting the retail trade, our salesmen take orders and turn them over to the jobbers, from whom we secure our contracts for shipment from the Coast. This work, of course, is all controlled from the Fresno office, and the sales and expense of the divisions and of the individual salesmen carefully scrutinized.

We are now extending this selling plan throughout Canada.

On January 1 our records showed that we had sold approximately 120,000 tons since August 1, and we believe that there was very little, if any, speculative business in this.

The raisin market is in a very healthy condition at the present time. While some of the trade think that our prices are rather high in comparison with most foods, we feel that our prices are justified on account of the com-

From *The Associated Grower*.

paratively small crop. Steady, consistent work, I feel confident, will move the remainder of the crop.

Most of the best salesmen prefer to sell on commission basis. This we do not feel is practical in our business because they have something to do aside from the actual taking of the orders. We must establish and keep our friendly relations with the trade, put out our advertising material, increase the output of raisin products, open new outlets—the small ones as well as the larger ones—and do all the various things that are necessary to bring about increased consumption. However, in order that the salesmen may have some small direct interest in the net results, and an incentive to put forth their very best efforts, the management has approved of a bonus plan of \$1.00 a ton on the unsold portion of the crop. This plan is worked out in such a way that if the salesmen are to secure any of the bonus money, they must do teamwork and co-operate; and it also gives the best man a chance to increase his share of the bonus by friendly competition. This plan will also tend to keep down the cost to sell, because of direct credits that are given for this.

#### NATIONAL ADVERTISING

We believe in national advertising in magazines and periodicals throughout the year, this to be supplemented, as occasion requires, with poster, street-car and newspaper campaigns, all of which can be made to fit in with the specialty work being done at the time.

The salesmen carry with them a portfolio containing copies of all our advertisements, with figures and information pertaining thereto. They are in a position to show each jobber and retailer not only what we are doing in national advertising, but what we have done, or expect to do, locally in the territory in which they are located in the way of street-car, poster or newspaper advertising.

Word-of-mouth advertising is the best way to advertise. Of course this can be done only to a very small extent on account

of the expense. Our sales force, which is now about 130 strong, in selling to the retailer and jobber are talking to potential customers, which all helps.

Our Domestic Science Department is in touch with the home demonstration agents and domestic science teachers, and has charge of our recipe book containing 100 of the very choicest recipes. This department is almost in direct touch with the consumer. We must give the public what it wants, or convince it that we have something better. Approximately 290,000 retail grocers are given attention by our Dealers' Service Department, and even a greater number of delicatessen and confectionery stores.

One of the best things that we have recently started in the way of advertising and publicity of our product is the motion-picture film of the raisin industry, starting with the unimproved land, showing the method of irrigation, the different stages of cultivation, and the process of manufacture.

We have fifteen of these films in our division offices that can be put up in any jobber's office. We are using them before meetings of jobbers' salesmen, usually on Saturdays when they are in for their conferences. Wherever they have been shown great interest has been manifested. Our salesmen give a talk with the picture.

Last season the Growers' Service Department wrote a weekly letter to our salesmen, narrating what had happened on a ranch during the week. These events were typical of what would occur on an ordinary ranch during the various seasons, and were both educational and interesting to our salesmen. These letters have now been bound in pamphlet form and are being passed out to the jobbers' salesmen at these meetings, if they are further interested in the details of the raisin industry.

It is quite possible for us to have 225,000 tons of raisins to market from next year's crop, and probably within four years we shall have to market 100 per cent increase over our present normal



# Los Angeles EVENING HERALD

**Leading  
Newspaper  
OF  
Los Angeles**

**Largest Evening Paper in the West**

**1921**

**Leads in Its Gains  
Gains in Its Leads**

**1922**

*More People BUY The Evening Herald  
More People READ The Evening Herald  
More People Advertise in it, and  
More People Read the Ads in it  
Than ANY OTHER Daily  
West of St. Louis.*

**REPRESENTATIVES**

New York  
**H. W. MOLONEY**  
604 Times Bldg.

Chicago  
**G. LOGAN PAYNE CO.**  
432 Marquette Bldg.

production. This means that we must not only keep up a very intensive advertising and sales campaign in the United States and Canada, but must develop a foreign market as well, and competition from the foreign markets is increasing each season.

Now that prices are getting down to a more normal basis we are able to work more closely with the bakery trade, and are looking forward to satisfactory results. It is seldom that you meet anyone who does not like raisin bread. Raisin pies, cookies, and cakes have always been popular with consumers but on account of the price bakers have not felt they could afford to use raisins as extensively as we hope they will in the future. We must be able to show the bakers there is a good profit in raisin products, or naturally we cannot interest them to any great extent.

We have one of the few products which can be used both as a food and as a confection. The nickel package has already exceeded our expectations, having sold about 17,000 tons since last July.

The per capita consumption in the United States is about 1 3/4 pounds, and we expect to double this within the next few years.

Our export opportunities are the best in the Orient and in Western Europe, especially in the British Isles. We may not be able to entirely meet the quotations of foreign raisins, but if there is not too much difference in price, we hope to compete on a quality basis.

Outside of the nickel package probably most of our sales in Western Europe will be for Muscats, some loose, but largely for our Sun-Maid Package Seeded. A few nickel sellers reached Japan and the demand was such that we have shipped them a good many thousand cases.

We believe that we can bring about the desired consumption in the Orient only by doing intensive sales work and advertising there.

In future market it is my opinion that quality is of very great importance. The trend is toward packaged goods, and this

year it is very noticeable that there is a better market for this class of goods. This means stronger demand for extra-standard quality, export and domestic alike. We should also be in a position to take full advantage of our trade-mark advertising by putting out as much of our product in package as possible.

Our advertising is based on food value, and at the present time we have a large percentage of the crop against which to charge it. The raisin growers have a co-operative association that has so far proved itself to be a success in producing, manufacturing, and selling; but they have a rapidly increasing production, which any producer or manufacturer will admit is increasing more rapidly than a normal demand would naturally increase. So we cannot sit back and wait for the business to come to us.

Through the efforts of the association consumption has been doubled in the last few years. Of course it will be just a little harder to double the consumption of 200,000 tons than it was 70,000 tons. However, as I see the situation, and in line with the way the company has planned for the future, I am confident that the oncoming crops will be successfully marketed by maintaining a fair price, bettering quality—which we should naturally expect and would only be farsightedness—continuing the intensive sales and advertising work, and, last but not least (and I wish to emphasize this point) maintaining the spirit of co-operation and continuing the confidence in the board of directors and the management that we have within the organization. This confidence and co-operation we hope to carry from the grower, through to the consumer.

### Period Furniture in Class Publications

The Kensington Manufacturing Company, period furniture manufacturer, has placed its advertising in the hands of Carr & Columbia, Inc., New York. Plans are being made for a campaign in the class publications.

## TWO YEARS OF ACHIEVEMENT

THE months following the amalgamation of two great newspapers—"The Sun" and "The New York Herald," pioneers in American journalism, mark a striking period in metropolitan advertising and journalistic achievement.

At the close of 1919 The New York Herald was fifth among New York morning newspapers in Local and Total Display Advertising. Immediately after the amalgamation with The Sun—February 1st, 1920—a new impulse was felt in Herald advertising. The Display lineage rapidly rose and passed that of The Tribune, The American and The World. Within five months The New York Herald had reached second place in Local and Total Display Advertising, which position it retained to the close of 1920.

1921 was a violently competitive year in the New York morning field when general deflation tested the metal of all advertising mediums. How successfully The New York Herald withstood this competition is shown by the fact that The Herald not only retained second place in Local and Total Display advertising but was 1,206,759 lines nearer the first paper in local Display and 1,458,767 lines nearer the first paper in Total Display advertising than during the preceding year.

With increased and revitalized circulation, enlarged local and foreign news connections, numerous new features and with twenty-five columns of financial, shipping and business news every day, The New York Herald is the best in its history and bears out this statement carried on its front page:

"The New York Herald, with all that was best of The Sun intertwined with it, and the whole revitalized, is a bigger and better and sounder newspaper than ever before."

THE NEW YORK HERALD  
280 Broadway New York City



## When Do Women Read Newspapers?

Seventeen hundred women met every day for a week at the Arizona Republican's Cooking School. When Thomas Campbell, Governor of Arizona, came to accept a cake that was baked for him in the school, he said:

*"Ladies, I'm a bit flustered; I expected to come to a school of fifty or sixty women who are interested in the affairs of their kitchens, but instead I find all of the ladies of Arizona present."*

The greatest gathering of women in Arizona was made possible only by news and advertising exclusively in the Arizona Republican.

Two times as many papers net paid are delivered by carrier to the homes in Phoenix than by any other paper (the same is true for the State as a whole).

The Governor said:  
 "I find all the women of  
 Arizona present."



Evidently, then, women prefer to read their Arizona Republican all day long and to put their children to sleep with a bed-time story from the Arizona Republican.

When it is known that no premiums or other things are given to secure subscriptions, these facts assume even a greater importance.

An advertisers' service department will secure any data you need about this field and will co-operate effectively with your campaign in the Republican.

## ARIZONA REPUBLICAN

AN INDEPENDENT PROGRESSIVE JOURNAL

PHOENIX

ARIZONA

### NATIONAL ADVERTISING REPRESENTATIVES

NEW YORK  
 Robert E. Ward  
 Brunswick Bldg.

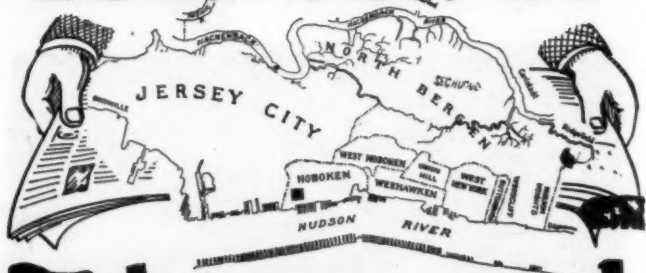
CHICAGO  
 Robert E. Ward  
 Mallers Bldg.

SAN FRANCISCO  
 M. C. Mogensen  
 Examiner Bldg.

LOS ANGELES  
 M. C. Mogensen  
 Title-Insurance Bldg.

SEATTLE  
 M. C. Mogensen  
 Henry Bldg.

# You cover



# 7 towns and 2 cities

in Hudson County, N. J.

*with*

the Big Home Paper of  
Hudson County, *the*

## Hudson Observer

The Hudson Observer is the largest newspaper  
covering Jersey City, Hoboken and Seven  
Towns in Hudson County, New Jersey

**Guaranteed daily paid circulation over 41,000**

Offices: HOBOKEN - JERSEY CITY - UNION HILL

CHICAGO: Gilman, Nicoll & Ruthman

# Four Adjustment Letter Secrets

How Tactfulness May Be Brought to Bear in Letters as in Personal Conference

By J. T. Bartlett

THE freight claim department of one of the Eastern railroads some weeks ago introduced a new policy of settling claims by correspondence. The announcement caused the greatest excitement among the claim handlers of various wholesale produce houses. The number of freight claims arising out of the transportation of fresh fruits and vegetables is enormous. The practice had been for the claimant or his representative to confer personally with a railroad adjusting official. There was discussion of the claim, pro and con, culminating eventually in a mutually-agreed-on settlement.

The produce men wrote letters on the subject to their business papers, hinted at concerted opposition, and in general declared positively that it couldn't be done. Letters had their place, but the only way to settle freight claims was by personal conference.

In matters of adjustment, many business men the country over believe that letters have very narrow limitations. As related to this belief, the fact that the art of adjusting by letter is not generally highly developed, is both a cause and an effect. Adjusting by letter calls for no higher skill than adjusting by personal conference—simply a different kind of skill.

The writer has isolated several fundamental principles of the successful adjustment letter. He has tried these out repeatedly himself, and observed others demonstrate them. He calls them "secrets" here because they are unknown to a great many correspondents who have adjustments to make by letter. A great many correspondents actually put great faith in adjustment letter methods psychologically wrong, and do it for years without realizing their mistake. They get satisfactory adjustments, when they do, not with them but in spite of them.

Secret No. 1, the friendly at-

titude, is as elementary as the friendly attitude of the skilled salesman. The common belief, on the contrary, is that dissatisfaction, "soreness," the "enormity" of the offense for which adjustment is requested, must be "put as strong" as possible. In letters, not the "man who kicks the hardest," but the man who writes the best letter, gets the best adjustment, and the favorable psychology of the friendly attitude is far too important to be neglected.

The friendly attitude contains the promise or probability of future business relations, an incentive to adjust, an important point which will be touched on later in this article. It suggests that the letter-writer is concerned for the mutual aspects of the adjustment—both sides. It arouses confidence in statements for which the letter-writer's word must be taken. The human reaction to a friendly attitude is a friendly attitude. Certainly in a controversial situation one of the most favorable circumstances for "getting together" that could be had is the friendly attitudes of both parties.

I recall the instance of a business man who felt that a certain concern had deliberately attempted to "put one over" on him. He felt that his trust had been violated, and his indignation was intense. It was so intense that when he sat down to write a letter requesting an adjustment he couldn't bring himself to use the customary salutation, which was "Dear Mr. H——." He didn't feel like "Dear Mr." He felt like something many degrees colder even than "Dear Sir."

Mr. H—— wasn't going to get very far in that letter without realizing just how his correspondent felt!

Happily, this man had someone to counsel him. He left the important letter alone until he was

able to begin a "Dear Mr. H——." The milder mood which enabled him to use the warmer salutation colored the whole letter. He got a very liberal adjustment; decided his first conclusion had been wrong, and mutually profitable and pleasant future relations ensued.

The matter involved here was essentially controversial, and a cold, hostile letter might easily have precipitated wrangling, and a breaking off of business relations without satisfaction on either side.

#### SECRET NO. 2. THE SPIRIT OF FAIRNESS

The adjustment letter should be fair and reasonable. It should be clear from it that neither mean nor grabbing motives inspire the writer. Getting the effect of fairness, the correspondent turns to tone, wording and content. Sometimes catch sentences to indicate a spirit of fairness help much—for instance, these, from actual letters. The letters of good adjustment correspondents are well sprinkled with similar sentences.

"We want to do the right thing."

"I don't want to ask for more than is due me."

"I believe we can settle this in a mutually satisfactory manner, with regard for the rights of both of us."

"You have always given us complete satisfaction in the past. We feel sure that the present trouble arose through an unfortunate error, and that you will be glad to make it good."

Fairness is indicated by a policy of stating one's own case with moderation. Over-statement is almost always poor letter-writing. Under-statement is in thousands of cases excellent tactics in the adjustment letter.

Fairness will often shame another man into meeting one half way, and making the adjustment requested. If the correspondent states with obvious fairness things of which the second party has first-hand knowledge, the latter will usually accept as stated, equally fairly, things of which he has not first-hand knowledge. Fairness minimizes danger of the fight,

with unreason dominating either or both of the parties.

Something more than tone or wording counts, of course—the adjustment asked for. The best writers of adjustment letters are men genuinely concerned for a fair adjustment; they are not striving to adjust for the very least, or very most, possible. Greedy persons are constitutionally unfitted to be adjusters. They continually over-reach, and get little because they attempt to get too much. When the writer speaks of fairness as a secret of the adjustment letter, he means fairness evidenced also in the specific adjustment sought.

#### SECRET NO. 3. THE INCENTIVE TO ADJUST

A natural business desire, on the part of the second party, to hold a customer, is very frequently capitalized by good letter-writers seeking adjustments. The correspondent doesn't say baldly that unless the adjustment is granted he will transfer his business to someone else; but, from his letter, the second party is led to consider such a possibility, and guard against it. Also, the customer purposely abstains from the sort of letter that indicates he is "through" whether the adjustment is made or not.

The incentive to adjust, in order to hold a customer, is well used in the following letter:

The shipment of nine dozen Shoes No. 2's arrived early in the week, and were unpacked in good condition.

You have billed us \$11.45 a dozen for these. I want to recall to you our conversation over the phone of the 5th instant. I asked you at that time for a definite price. You were uncertain, but urged me to give you the order, saying you "would make the price right." On that basis I gave you the order.

Subsequent to our phone conversation, two different houses offered us these goods at \$10.80. They were readily obtainable at that price, our investigation indicates, at the time I gave you the order.

I don't know what you will care to do in this matter. Considering the circumstances, I, personally, would feel decidedly better were you to submit a new bill reckoned at \$10.80 a dozen.

The opportunity to continue a customer, especially a favored

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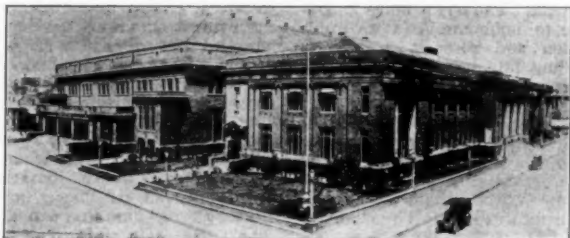
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## A. A. C. of W. 1922 at MILWAUKEE

Milwaukee, one of the finest cities in the United States, will be host to the thousands of delegates who will attend these great business sessions, June 11th to 15th.

This will be one of the greatest Advertising Conventions ever held—from any point of view.

All Convention meetings will be held under one roof in Milwaukee's mammoth Auditorium, comfortably seating 10,000 in the cool arena, with the smaller halls for departmental exhibits. Only a few blocks from all the downtown hotels.

Milwaukee's hospitality is well known throughout the nation. Preparations are being made to meet you, greet you and entertain you.

Fun programs are being arranged, consisting of carnival dancing, day and night; hundreds of Milwaukee's prettiest girls in costumes; lake boat rides; auto rides to the nearby resorts; water carnival; golfing, bathing, and some surprises.

Of course, you will attend—but why not combine business and pleasure? Bring your family, your fishing rods and golf clubs. Plan to spend a month—the most ideal vacation month of the year—make side trips out from Milwaukee—

- see Wisconsin's marvelous scenic beauty;
- visit the spots which give to Wisconsin its name, "The Playground of the Middle West";
- see the immense resources and possibilities of the Wisconsin market;
- visit the greatest dairy country in the world;
- find out at first hand how your product stands in Wisconsin, and the possibility of increasing its sale in this wonder State.

The Milwaukee Advertising Council will be glad to supply all information and make reservations for you. Wire now.

## THE JANESVILLE DAILY GAZETTE

H. H. BLISS, Publisher

THOS. G. MURPHY, Adv. Mgr.

"An Unusual Newspaper"—Member of Wisconsin Daily League

M. C. WATSON, Eastern Rep.,  
286 Fifth Ave., New York City

THE ALLEN-KLAPP CO., Western Rep.,  
1336 Peoples Gas Bldg., Chicago

**Come to Milwaukee**  **June 11<sup>th</sup> to 15<sup>th</sup> 1922**

customer, can sometimes be used as an incentive to accept an adjustment. The opportunity to continue to hold another's favorable opinion and respect; a way of avoiding litigation; the desire for an early cash settlement; are incentives variously possible.

A great deal depends on the ingenuity of the letter-writer. Recently the present writer saw the correspondence between a claimant and the district claim adjuster of a Western railroad. The claimant, who lives at a country point, was notified in letter No. 1 from the district adjuster that the claim had been "thoroughly investigated" and the railroad "must respectfully decline it." The claimant wrote two letters, over a period of six weeks, requesting reconsideration. The claim adjuster made no reply whatever to these letters.

The claimant wrote then a third letter. He had always been, he said, a friend of the ——— Railroad. The damage he alleged was real, the amount he asked reasonable. For the railroad to compensate him would not only be justice, but would be following a policy of good business.

"I have the greatest respect for President ——— and the other officials at the head of the road," he concluded. "They are good business men of the very best type, and they want to see justice done by the friends of the road."

"Personally, unless there is action in this matter at once, I shall, as my privilege, put the whole matter and all the correspondence, before President ———."

The district claim adjuster acknowledged this letter by return mail, saying he had referred the claim to the legal department for opinion. A few weeks later, the claimant received a check for the full amount of the claim.

This claimant had the makings of a good adjuster. He gave the claim agent an incentive to handle the claim carefully, and the claim agent was keen enough to see it and respond to it.

The skilled writer of adjust-

ment letters is expert in softening assertion. Divergent interests are involved. With untactful people, adjustment situations develop into disputes and often into fights.

The ever-present necessity of preventing controversy explains why in good adjustment letters we find such phrases as "not the best," when "poor" or perhaps "bad" would be more accurately descriptive; "rather unsatisfactory," instead of "very unsatisfactory" or "unsatisfactory"; "I don't feel quite right about this," instead of, "I am very dissatisfied"; "I think I am not unreasonable in saying such is true," instead of the bald assertion, "Such is true"; "Will you do this?" instead of, "Please do this," or "Do this"; "It seems to me," qualifying an assertion; and many similar expressions.

Saying "not good," instead of "bad," may be violating all rules for obtaining force in speech, but this use of a negative with a pleasant adjective is an indispensable literary device of adjustment letter-writers pursuing tact.

A kindly interpretation of motive or cause is a form of tact again and again valuable in handling adjustments. We are concerned to keep out of our letter that which arouses resentment or causes humiliation. It need not hurt one's cause at all to permit another man to "save his face." On the contrary, the writer's observation is that the man given an opportunity to "save his face" experiences such mental relief that he is peculiarly susceptible to an appeal for an adjustment.

Tact keeps out of adjustment letters words suggesting conflict. Where there is disagreement, it is usually better not to use the word "disagree." Where another has refused, and we write a subsequent letter, not giving up, we are tactful to use some such word as "reluctance" in reference to the other man's attitude, instead of the accurate word, "refusal." If we ourselves must refuse, it is far better letter-writing to say, "We feel we cannot do this," than, "We refuse to do this." The more words we get into the adjustment

(Continued on page 149)



## New Advertisers in the Hotel Field

A "foreign market" discovered here in the U. S. A. A real opportunity to develop sales, that farsighted manufacturers are in many cases just beginning to appreciate. Those, shown here, have selected for their first full page advertising,

### HOTEL MANAGEMENT

A practical hotel man in the organization, of many years experience in hotel buying, is assisting some of these new advertisers. He has been able to help others who have been at it for many years. His services are available to all who will explore this field with its million room purchasing needs.

### Send for Special Proposal

Information on possible sales, mailing lists, trade influences, etc., will help in laying out an advertising campaign. Detailed suggestions to salesmen will help in making the advertising pay.

### AHRENS PUBLISHING COMPANY, Inc.

R. D. SMITH, Western Manager  
20 East Erie St., Chicago, Ill.

342 Madison Avenue  
New York City



American Radiator Company;  
The Kent Company, Inc.; Carter's Ink; Westinghouse Electric & Manufacturing Company;  
General Electric Company.

## The Open Season for More Business\*

*Many a big account will be bagged  
by the man who is on his toes for  
more business in the biggest months  
of the year—June, July and August*

**T**HERE is an open season for Moose, Trout, Black Bass — and also for Big Business. During the open season many a hunter can be seen treading northward with his full equipment. He's out after big game. There is also an open season for the big Fall advertising campaigns. The time to hunt them is during June, July and August. And it is never too early to start thinking about the open season for more Business. Never were there three months of more importance to the men with service, publication space, paper, printing, outdoor advertising or any class of advertising to sell than those three months just ahead of us—June, July and August. It is hard lines when the salesman goes around in the Fall to hear the words: "The list is closed, the stock selected, the art work all purchased."

Many a man who stops advertising during the very period when these important matters are being decided has only himself to blame when they are handed out to his salesmen next Fall at the office rail.

\*Read editorial, "Advertising and the Excess Profits Tax Repeal," on page 182.

A big manufacturer said the other day:

*"We will increase our advertising very considerably in the Fall. All our advertising plans will be decided between June 1st and August 31st."*

And the space buyer for a big Agency said:

*"The busiest months of the year for the making up of lists are July and August."*

The sales and advertising executives who read the PRINTERS' INK Unit, the WEEKLY and MONTHLY, are the men who will decide on medium plans and budgets. Many of them are going to make their decisions during these three Summer months.

The man who wants to get his share of the millions of dollars' worth of new business which will be out during the Fall and Winter of 1922 will advertise aggressively and consistently in the PRINTERS' INK Unit during June, July and August.

*The WEEKLY and the MONTHLY form the complete PRINTERS' INK Unit. Using all of PRINTERS' INK is proving extremely profitable both to its subscribers, the business executives of America, and the men who advertise business services for sale in its pages*

**Printers' Ink Publishing Co.**

185 Madison Avenue

New York City

# Test Campaigns and Newark Evening News

*FACTS, significant and vital, contribute to make NEWARK, New Jersey, the most desirable territory in the East for Trial or Test Advertising Campaigns.*

IT IS A FACT that Newark enjoys better business conditions than are prevalent in most parts of the country.

IT IS A FACT that Income Tax Statistics show the purchasing power of residents of the Newark territory to be 50% greater than for the country at large.

IT IS A FACT that the Newark territory possesses the greatest concentration of population in the United States (1920 Federal Census).

IT IS A FACT that this exceptionally desirable territory may be effectively and economically covered by ONE NEWSPAPER which reaches over 80% of the residents of Newark and its suburbs, a market of over 700,000 people.

The Service Department of The Newark Evening News maintains close contact with the wholesale and retail trades and is equipped to furnish helpful information regarding the Newark market to National Advertisers.

## Newark Evening News

EUGENE W. FARRELL  
Business and Advertising Manager

O'MARA & ORMSBEE, Inc.  
General Advertising Representatives  
New York—Chicago—San Francisco

FRANK C. TAYLOR  
N. Y. Representative  
320 Fifth Avenue

letter suggestive of co-operation and agreement, the better. The fewer we use suggestive of conflict, the more effective the letter, ordinarily, will be.

As regards tact, letter-writing skill gives full play in the letter to that regard for the feelings of others which is instinctive with the letter-writer. Tactful people are sensitive themselves. Therefore, they understand the sensitiveness of others. They skillfully minimize in their letters that which may affect the emotions of others in an unfavorable way.

The above four secrets assume that there is preliminary careful study of the circumstances, an understanding of the rights of both parties, and good judgment in deciding what would be a practical and proper adjustment. This conception of an adjustment which should be reached is what the letter-writer has to sell.

He will sell it through a statement of facts and persuasion based thereon. He will use the friendly attitude, the spirit of fairness, an incentive to adjust, and tact, to help him to persuade.

### Form Hotel and Restaurant Press Club

An organization to be known as The Hotel & Restaurant Press Club of New York City has been organized by eighteen editorial and advertising representatives of thirteen publications. Those attending the organization meeting were:

A. M. Adams, C. B. Bowne, G. L. Hinds, F. Flackenstein, *Hotel Review*; F. W. Merritt, *Hotel Gazette*; Fred Lancaster, *The Caterer*; August Hauser, *The Steward*; D. J. Green and E. Revol, *The Restaurateur*; Nat. T. Worley and K. Engelhardt, *Hotel Industry*; James S. Warren, *Hotel Management*; Fred M. Rapport, *Hotel Record*; Jack Ball, *Hotel Pilot*; Harry Lindquist, *American Restaurant*; W. K. Conover, *National Restaurant News*; A. R. Eadie, *Chilton Index*, and Chris E. Muhl, *Hotel Bulletin*.

Fred Lancaster of *The Caterer* was elected president, and Chris E. Muhl of *The Hotel Bulletin*, secretary and treasurer. It was decided to meet for luncheon the first and third Monday of every month.

### S. B. Moore, Jr., with "Vogue"

Samuel B. Moore, Jr., recently with the Standard Textile Products Co., New York, has joined the advertising staff of *Vogue*.

## Farm Papers Take Their Own Medicine

WALLACE C. RICHARDSON, INC.  
EASTERN REPRESENTATIVES  
THE STANDARD FARM PAPERS  
New York, April 12, 1922.

Editor of PRINTERS' INK:

I am glad to hear that the Agricultural Publishers' Association is going to discuss a plan for exploiting the agricultural field through the advertising columns of PRINTERS' INK.

Now, when farm prices are steadily climbing, and commodity prices are decreasing, thereby increasing the farmers' purchasing power, is the time when the farm field should be brought to the attention of every thinking student of business.

I think most people in the advertising world will agree that PRINTERS' INK reaches more of the executives who dominate advertising appropriations, and has more reader influence with them, than any other trade journal published. Certainly the Standard Farm Papers feel this way about it, because PRINTERS' INK is the only advertising medium which our publishers have used consistently year in and year out, for the past ten years.

WALLACE C. RICHARDSON,  
President.

## United States Rubber Profits and Sales

The United States Rubber, according to a report presented at its annual meeting on April 18, had net sales in the amount of \$164,706,621 during the year ended December 31, 1921. The net profits for the year amounted to \$492,811.

## E. D. Mason Joins Pittsburgh Agency

Edgar D. Mason, until recently assistant general manager of sales, of the Transcontinental Oil Company, Pittsburgh, has joined the staff of the Albert P. Hill Company, Inc., advertising, Pittsburgh, in the capacity of consulting sales and advertising counsel.

## Ferry-Hanly Agency Adds New Account

The Chicago office of the Ferry-Hanly Advertising Company, Kansas City agency, will handle the advertising for Chicago and vicinity of Harvey Fisk & Sons, New York, investments and securities. A newspaper campaign is being planned.

## H. Oliver Bodine with Herbert & Huesgen Co.

The Herbert & Huesgen Co., New York, photographic and scientific apparatus and supplies, has appointed H. Oliver Bodine as manager of advertising and sales. Mr. Bodine has had many years' experience in the photographic field.

## Food Comparisons Not a Simple Matter

By Flora G. Orr

Office of Home Economics,  
U. S. Department of Agriculture

**C**ARPETS and cookstoves both fill important places in our busy lives. Yet we never think of comparing the two as to the amount of pleasure, satisfaction, and sense of well-being with which they furnish us.

Nevertheless, scarcely a day goes by that the Department of Agriculture does not receive letters from this or that food manufacturer asking for comparisons of his particular food with other particular foods, and such a comparison may be—in fact is apt to be—just as unfair as anything one might say about carpets versus cookstoves. To one who has spent years in the study of foods it is obvious that simple comparisons cannot be made between apples and beans, beef and parsnips, milk and alligator pears. The complicated demands of the body plus the complicated composition of natural foodstuffs would make it necessary to go into much detail in order to make any comparisons that could be considered at all fair and just.

The shipper of fruits and vegetables can well compare these with other fruits and vegetables, or he might with reason stress the sweets supplied by certain dried fruits and compare these with other sweet foods such as syrups, sugar and candy.

Various fats and oils might be compared.

Syrups, sugars, sweet foods of every description, are related and hence comparable.

Fish may be compared with meat if one so desires. Eggs, cheese, and milk might also be under discussion in this connection. But this is a case where the comparisons would be lengthy and involved in order to be complete. As for beans and nuts, which might possibly be considered as comparable with these other foods,

to bring them in would require still more detailed explanation. Comparisons of food ought to be rigidly confined to foods which to greater or less extent play the same part in supplying bodily needs.

## Co-operative Men's Neckwear Advertising Considered

The Associated Men's Neckwear Industries, Inc., was formed at New York last week by more than 200 members of the men's neckwear and allied industries. The association has been formed to aid the members of the industry to co-operate to better the industry. One of the first plans which the new association will consider is a co-operative advertising campaign to stimulate the sales of men's neckwear. The officers of the new association are:

K. A. Meyer, of Audiger & Meyer, president; Charles Rustin, Jr., of James R. Keiser, Inc., first vice-president; Isaac S. Wolf, second vice-president. The following five regional vice-presidents were elected: S. L. Samptor, representing the Pacific Coast; George Holmes, representing the Middle West; F. B. Brooks, Philadelphia and Baltimore; R. Welsh, Boston; H. Cohen, representing Rochester and Buffalo; treasurer, I. Ullman, of the Altman Neckwear Co.; L. W. Gould, of the Susquehanna Mills was elected secretary.

## Harold High Joins Burroughs Adding Machine Co.

Harold High has been appointed business manager of "Business" and "Clearing House," published by the Burroughs Adding Machine Company, Detroit. He has been connected with the *Michigan Manufacturer* and *Financial Record* since June, 1918, as managing editor and sales manager.

Prior to that he was engaged in newspaper work in Detroit and spent a year with the De Laval Separator Company, New York, in the advertising department.

## Medical Publications Merged

The A. R. Elliott Publishing Company, New York, publisher of the *New York Medical Journal*, semi-monthly, has purchased the *Medical Record*, weekly, from William Wood & Co.

The two publications will be consolidated by the Elliott Company and issued semi-monthly under the name of *New York Medical Journal and Medical Record*.

## Joins Cincinnati Agency

Robert P. Smith, formerly treasurer of The Butler Advertising Co., of Columbus, Ohio, has joined The Fenger & Silva Co., Cincinnati advertising agency, as vice-president and account executive.



## A Word From the Wise

The business of a banker is to invest money—his own and other people's.

Before he acts, he must *know*. He takes no chances, for *that* is speculation.

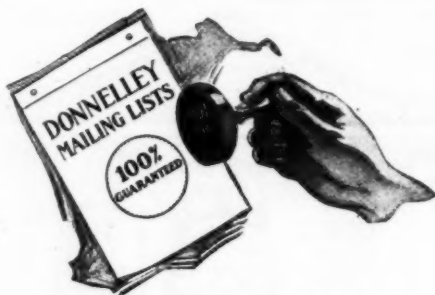
His trained mind investigates fully, weighs carefully, decides with all the facts and figures at hand.

For years the great financial institutions of America have invested the bulk of their Boston advertising expenditures in The Boston Herald.

What better assurance can any advertiser have of the safety and surety of return, of money invested in Herald advertising?

For the first three months of 1922, The Herald, as usual, led all Boston newspapers in financial advertising by a wide margin.

The latest figures but repeat the "old, old story" of Herald leadership in financial advertising. They clearly say: "*You* can put *your* dollars to work where the investment leaders of America put theirs—and be equally sure of results."



### Donnelley's Trade Lists are 100% Guaranteed

FOR the first time in the history of trade list compilation, mail advertisers are offered a guarantee of 100% accuracy.

This announcement is therefore a *news* story—and good news.

Those who have had their griefs with the ordinary trade list will doubtless welcome this clear guarantee.

## One Hundred Per Cent Accuracy

*with a five cent cash refund  
per name on all returns*

Of even more interest are the *new standards* we have established in list work, marking a real advance in mail advertising.

Write for *today's* information on any list in which you are interested and we will thoroughly explain the methods under which we work.

*The Mailing Service Department of*

**The Reuben H. Donnelley Corporation**

326 EAST TWENTY-FIRST STREET . CHICAGO, ILLINOIS

*General Offices*

652 SOUTH STATE STREET . CHICAGO

# What Manufacturers May Do to Help Their Dealers

Some Suggestions That Are Helping Retailers in Many Lines to Speed Up Sales

By S. C. Lambert

**T**HERE are a great many well-meaning manufacturers who are always blaming the dealer for everything that goes wrong.

A good example of this is the case of a company that recently put a new food product on the market. This company followed the plan of getting its distribution section by section, covering the sections with a campaign of newspaper advertising in advance of the visit of a crew of salesmen.

After the product had been introduced in this way in a New York State town of more than average size, a customer who had been watching the advertising of the new product asked a dealer friend of his how the product seemed to be going with his customers. Said the dealer:

"Good. They've got a good thing and the women seem to like it. I haven't sold much of it because I have not been able to hold a store demonstration and show my customers how it works.

"One of the company's salesmen came in yesterday and asked me why I haven't sold more, and I told him. The trouble with most manufacturers is that they think everybody knows as much about their goods as they do.

"This article I'm telling you about is new. Now why doesn't the manufacturer print some directions about its use on the label? Look at that label! Not a thing on it but the name of the article, name of manufacturer and how much liquid the bottle contains. Here is a pamphlet that tells all about its use, but my clerks don't always think to hand out one with each bottle, and even when they do, the pamphlet sometimes gets lost. The manufacturer wonders why the stuff doesn't sell faster, and blames the dealer. If he would take the trouble to look into his

proposition more carefully before he puts it out, he wouldn't have to blame anybody."

And that is exactly what is the matter with many dealers right now—they are not getting the co-operation and help that they should get from their manufacturers.

There is altogether too much talk about the dealer's stupidity. That for one thing. Second, there is too much talk about "educating" the dealer. Manufacturers ought to recognize that there are many dealers who are better than the average, and that even in small towns there are dealers who are keen, enterprising, aggressive and successful. Some of them are a great deal more successful in their way than many manufacturers.

But of course there are the other kind. It would be just as much a mistake to assume that all dealers are successful, which no manufacturer does, as to assume that they are all ignorant and unsuccessful, which many manufacturers do.

There are thousands of dealers who need help of all kinds. Some of them need simple encouragement, others financial aid. But between these wide extremes there are many things that manufacturers can do to bring on a revival of brisk buying and cheerful talk from behind the counter.

## BOOKKEEPING INSTRUCTIONS ALWAYS ACCEPTABLE

Those manufacturers who are helping most successfully are helping through individual counsel to the dealer rather than by the passing of resolutions at their own home offices. Here is an example:

The Hoover Suction Sweeper Company is attempting to teach its dealers something about turn-

over and stock control. Turnover is being discussed so generally in trade publications at present that one would imagine merchants knew all about it. The unadorned fact is that they still have much to learn.

If the reader doubts this let him ask one of his dealers to explain to him how he calculates his turnover. Ten to one that dealer is basing his calculation on the retail selling price of his goods. That is, says the company, if a merchant figures that his average stock at cost price is \$100,000, and his annual gross sales are \$300,000 then he has three turnovers a year. But he is wrong.

To show the merchant exactly what turnover means the company gives him the following table:

Stock on hand January 1.....	\$40,000
Purchased during year.....	80,000

Total stock during the year....	\$120,000
Stock on hand December 31....	40,000

Sales at cost during year.....	\$80,000
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Eighty thousand dollars is the turnover or sales at cost for one year and consequently the figures show two turnovers. Stock on hand, however, must be the monthly average for twelve months and not the actual for a particular month. Otherwise a low stock on January 1 would show a greater turnover than if the stock were high.

All of this does a merchant little good where he handles a wide line of goods, because some goods, such as candy, may turn twelve times in a year while refrigerators or stoves may turn but once. So it is recommended that the merchant departmentize his business, as the company says in its dealer magazine, "Hoovergrams":

"At first glance you may not think it possible to departmentize your business, but a little study will enable you to see where it can be done.

"A hardware store can draw definite lines between refrigerators, a spring article; stoves, a fall article; paint, another seasonal article; tools, for which there is a demand the year around. A furniture dealer of

modest size may draw a departmental line between furniture, phonographs, records, floor coverings, etc.

"Such a division of departments can be made no matter how small the stock may be, and it is worth while making such a division. True, it is not necessary to build partitions between departments. The dividing line exists only in the merchant's mind and on his books, where it will be just as effective as if the departments were on separate floors."

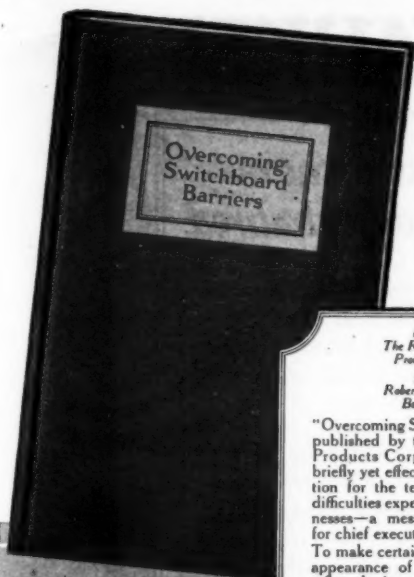
#### WESTINGHOUSE IRONS OUT A SERVICE EMBARRASSMENT

The Westinghouse Electric & Mfg. Co. some time ago instituted what it calls the "Westinghouse Sales Service" under which dealers are authorized to serve customers in the repairing of certain electrical appliances.

Before this service plan was put into effect owners of electric irons, toasters, percolators and other appliances were obliged, when the article did not give the service it should, to take it back to the dealer from whom they purchased it. He would repair it without charge under the terms of the guarantee.

For example, a woman enters the store of an electrical dealer, carrying an electric iron. Although she did not purchase it originally from this particular dealer, the iron is guaranteed for a year, and she is bringing it in for repairs that she has a right to expect will be made without charge.

The dealer asks her where she bought the iron. She tells him. He tells her she will have to take it back to that dealer for service. This she cannot understand as the iron is a Westinghouse iron and both dealers are Westinghouse dealers. She has moved since she purchased the iron and now lives a great distance from the dealer who sold it to her. Rather than go to that trouble she will either shelve the iron or have the second dealer repair it and pay the charges. Whichever she does leaves her in an unfriendly frame of mind toward the Westinghouse company.



*Another  
booklet  
bound in  
INTERLAKEN*

*Printed by  
The Remington Press  
Providence, R. I.*

*Bound by  
Robert Barlen & Son  
Boston, Mass.*

"Overcoming Switchboard Barriers," published by the Screw Machine Products Corp., Providence, R. I. briefly yet effectively presents a solution for the telephone switchboard difficulties experienced in many businesses—a message intended solely for chief executives.

To make certain that the OUTSIDE appearance of this booklet would reflect the importance of the message contained INSIDE, Interlaken Book Cloth was chosen for its binding.



CLOTH-BOUND booklet looks so durable and feels so substantial that no one can possibly mistake the importance of its message. That is why advertising booklets bound in Interlaken Book Cloth are so highly productive for the advertiser.

Our cloth-bound booklet, "Getting Your Booklet Across," contains some valuable data on the ultimate economy of employing Interlaken Book Cloth for binding advertising messages. Write for a copy.

INTERLAKEN MILLS.

Providence, R. I.

**Interlaken**  
**Book Cloth** *The standard since 1883*

# MILWAUKEE

## The four corners of America-centralized

Milwaukee is the industrial and commercial metropolis of the great Middle West—easy of entry by rail, water and highway from the four corners of America and all points in between.

All railroads are offering special rates for attendants of the *Convention of the Associated Advertising Clubs of the World, Milwaukee, June 11th to 15th*—the biggest and most important business gathering in America. Come and go for a fare and one-half, no matter the number of miles to be travelled.

Make transportation and hotel reservations—it's not too late if you wire or write NOW.

The Milwaukee Advertising Council  
(Association of Commerce)

Suite 150

Hotel Wisconsin



To overcome this condition and to enable its dealers to offer an efficient service to owners of Westinghouse appliances, the company has adopted a "Free Service Plan" and every dealer in Westinghouse appliances is eligible to become a service representative by signing a service agreement that specifies the exact conditions governing the relationship between the dealer and the company.

A booklet called the "Westinghouse Service Manual" describes the entire plan for the dealer with a very full description of how repairs on various appliances are made. Local advertising of the plan is done by the dealer.

Plans such as the one just described are peculiar to an industry. They involve a technical or expert service. Such plans are valuable to a degree but what most retail dealers need are not so much cost accounting systems or new methods of bookkeeping as simple ideas for stimulating sales.

Ideas that seem to be meeting with the greatest success are those originated on the spot by some salesman in a retailer's store. During recent months a number of concerns are instructing their salesmen to make a special study of each retailer's requirements and to offer specific suggestions to him that will help him make more sales.

One suggestion that has met with wide favor among retail grocery and drug dealers is the placing of two tables in the middle of the store. One table is put somewhat nearer the entrance than the other. A large placard on it reads "Just Received." On this table the dealer makes a display of a half dozen different kinds of articles taken from lots of goods recently received into stock. New products would of course be placed there. The display is attractively arranged with show-cards and prices.

Such a table always attracts attention. People stop and look the articles over as though they were all entirely new, yet most of them have probably been on the market

for years. Or, it may be they think that it is a collection of fresh stock just received from the manufacturer. Again, the fact that the goods are out where people can handle them may have something to do with the success of the idea. At any rate, such displays accelerate sales.

The rest of the plan is to place a second table somewhat toward the back of the store and to put a placard on it reading "Bargains." A sub-title reads, "There is something the matter with everything on this table. Help yourself." Individual tags and tickets proclaim that an article is "The last one on hand. Want to get rid of it. Regular price \$1.50. Take it for 60 cents"; or "Shopworn. Regular price 75 cents. Yours for 20 cents"; and so on.

This last described plan is a good scheme for working off old shelf-warmers, or regular fresh stock that has been slightly damaged.

#### TEACHES FRIENDLINESS TO DEALERS

One of the large phonograph companies is urging its dealers to get personally acquainted with every name on their mailing lists. In the phonograph business it is a practice for dealers to make up a monthly list of customers for mailing out the manufacturer's supplements. Dealers are inclined to let these lists go from month to month without checking, and as a consequence the lists sometimes grow to large proportions and contain many dead names. Great quantities of supplements are therefore wasted.

"Do not mail supplements to customers you do not know personally," the company advises the dealer. "Check your list over carefully. When you come to a name you know, mark a few records in pencil in the supplement you mail to that person, and a few days later call him up by phone and say that you have laid those records aside for him and ask him when he will come in to hear them. Thus you will make your monthly mailing list a solicitation for business and you won't

require so many supplements."

One of the most effective things manufacturers can do is to urge their dealers to change their windows more frequently. It almost never happens that a dealer changes his window display too often. It is generally true that dealers allow their displays to remain too long.

Only a few dealers make good use of their windows at night. The trouble is either that they do not have sufficient illumination for a night display or they try to economize on light.

Another excellent idea in connection with window displays is the use of a placard in the middle of the window offering to remove any article in the window for a customer. Hundreds of people have had the experience of asking dealers to sell them particular articles from a window display and have been told that they would be glad to sell them one "exactly like it" but would prefer not to remove the one from the window.

A very effective way to help the retailer is for manufacturers to urge their salesmen to watch for retail sales ideas and carry them from store to store. Dealers appreciate these suggestions.

For example, a salesman waiting in a dealer's store noticed that his clerks made no effort to wait on customers in turn. Now, if there is one thing more than another that annoys a customer it is to have a clerk pay no attention to the order in which customers arrive at a counter. When a good opportunity presented itself, therefore, this salesman tactfully said to the proprietor:

"By the way, when I was last in New York I saw a clever stunt in one of the big stores there, and it would have done your heart good to see the way it saved time both for the clerks and customers.

"For instance, a clerk while wrapping up a package for a customer would ask other waiting customers what they want. A clerk with six or eight customers before him would discover that the next one to be served wanted

to ask some questions about a complicated article, which questions might take a half hour to answer. The next three or four customers might want simple packaged goods. Another might want an article sold at the next counter or in the next aisle. These last were not required to wait until their turn but were directed to the proper department at once.

"An idle clerk was called to wait on the customer who wanted to ask questions about the complicated machine. By knowing everything that every waiting customer before him wanted, the clerk made one journey to the shelves serve a double or triple purpose. He would bring back from one of his trips packages for three or four customers. Then if a waiting customer was in a hurry, he would reach for his package, lay down the money and depart."

Dealers sometimes listen to these ideas without comment and the salesman does not know until he comes again whether they were any good or not. But when he comes again he frequently discovers that the dealer has put the suggestion into active operation.

### One Way of Getting Emphasis in Copy

The plan of letting the reader see the last-minute corrections made in display advertising copy was effectively used by the Mississippi Valley Trust Company, of St. Louis, to emphasize its message. This advertiser had used in fairly large space a single line of copy in type, which read "Save a Tenth of What You Earn." In handwriting, the words "at least" and a caret were added to the line after "Save." Because of the large proportion of white space in this advertisement the use of this expedient was of much attraction and thought-provoking value.

### Chicago Agency Adds New Men to Staff

L. M. Brouillette and Sam S. Goddard have joined the staff of the Alfred S. Lilly Company, Chicago advertising agency. Mr. Brouillette will be connected with the copy and planning departments. He has most recently been with The Irwin L. Rosenberg Company, Chicago advertising agency. Mr. Goddard will be in charge of art work and production. Prior to joining the Lilly agency he did free-lance work in Chicago.



## How USL Put It Over

The USL Battery, made at Niagara Falls, N. Y., is well known to every autoist. They put over a direct mail campaign in 1921 that sold batteries and secured new distributors and service stations in a tremendously successful way.

Our organization had the privilege of co-operating with USL in planning, preparing, printing and mailing the campaign of smashing broadsides and other pieces that made up this highly successful direct advertising campaign.

The story of this campaign was told in an interesting article that appeared in *Printers' Ink*, December 29, 1921.

Reprint of this article will be sent to sales executives upon letterhead request.

*"A complete service—  
'from the idea to the mail sack.'"*

**Buckley, Dement & Co.**  
**DIRECT MAIL ADVERTISING**  
**1316 Jackson Blvd. Chicago**

# Good Morning!

## Advertisers:

These handsome chaps are



Wells W. Constantine and Paul F. Jackson

Composing the firm of

**CONSTANTINE & JACKSON**

7 West Sixteenth Street

New York

*Eastern Advertising Representatives of*

**THE ROTARIAN**

THE MAGAZINE OF SERVICE

CHICAGO, U. S. A.

*Please  
Treat  
Them  
Kindly*

**JENNINGS**  
Advertising Manager  
910 So. Michigan Ave.  
Chicago, Illinois



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# Is It Better to Concentrate on One Line or Handle Several?

Some Points the Advertiser Should Consider in Advising His Trade

DONOVAN-ARMSTRONG  
PHILADELPHIA

Editor of **PRINTERS' INK**:

Have you published any articles about the value of a merchant concentrating on one line of an article, instead of carrying several lines? For instance, hardware stores carrying only one line of saws or hammers, instead of many lines; a men's furnishing shop carrying only one line of shirts or underwear, instead of many lines, etc. Of course, it is understood that the line carried must be a good brand, and well known.

If you do have any such articles, will you send me word as to the date of **PRINTERS' INK** in which they were published? As usual, we want it as soon as possible.

DONOVAN-ARMSTRONG.

**T**HIS is a subject on which it is easy to argue on both sides. There are several good arguments in favor of a merchant carrying several lines. In the first place a merchant is supposed to hearken to the voice of consumer demand. If his customers want several brands of the same product, it is good policy for him to yield to their wishes. A druggist, for instance, who today carried only one brand of tooth paste would be falling down in giving the service that his trade expects of him. Of course, a druggist could not possibly handle all the different kind of dentifrices there are on the market, but in order to satisfy the biggest proportion of his customers, it is necessary for him to carry at least four or five of the leading brands.

In deciding this question the retailer must be guided by his ideals of service. He is not in business to sell his patrons what he wants to sell them, but rather what they want to buy. If they want a half dozen lines of saws or hammers, it is incumbent on him that he provide them.

But it is this point that switches us over to the other side of the subject. Generally, with a line like hammers or saws, where there are several numbers in each line, it is difficult for the mer-

chant to give good service if he attempts to carry more than one line. If there is a saw for every purpose in the line, the retailer will probably be better off if he confines himself to just one line. With that line he can satisfy the demand for any kind of saw that may arise. If he tried to carry two complete lines he might be able to serve a few more customers, but the chances are he would have such a top-heavy investment in duplicate stocks that his turnover would be slowed up and perhaps the profits of the department would thus be jeopardized.

Of course this reasoning is dependent on the manufacturer furnishing a line that is really complete. Let us suppose that a retailer has to carry eight sizes and types of screwdrivers. If one manufacturer does not make all of these, the merchant has to buy them wherever he can. Sometimes a large line manufacturer may have such a reputation on one particular number that a retailer must carry it even though he does not stock the rest of the line.

Now to sum up: Generally speaking if an industry is well advertised, there being several well-known brands in it and the lines being small, being confined to two or three numbers, it is better for the retailer to carry all brands that are in brisk demand. Tooth paste, shaving creams, chewing gums, safety-razor blades are examples of lines of this kind. If a merchant is justified in stocking only a gross of one kind, let him purchase through a jobber and divide the gross among four or five of the leading makes.

On the other hand, if the lines in an industry are varied, possessing many numbers, it will be advisable for the retailer to select one that is well advertised and confine himself exclusively to it.

Paint, men's clothing, builders' hardware are lines of this type. If a merchant has a line of Hart Schaffner & Marx clothing or of Glidden's paints, he will be able to give a complete service. Sometimes, though, in cases of this kind a merchant may find it advisable to feature two complete lines—a high-priced line and a low-priced line, thus catering to two different kinds of trade.—[Ed. PRINTERS' INK.]

### Your Banker's Influence — Has He Some?

The influence of a bank as a tangible help in the affairs of business not commonly connected with banking functions is advertised by The Northern Trust Company, Chicago, in current newspaper copy. "B—— and Company," says the trust company, "had advertised extensively the opening of its new building for a certain day. Its president mentioned to one of our officers that the car containing the flooring was lost and it seemed impossible to meet the opening date.

"We at once threw our influence into the matter. Within two hours the car was located at a far-distant point, telegrams were sent, railroad executives gave orders. The flooring arrived the next morning. We felt a bit of pride in the opening of B—— and Company on the morning advertised."

### German Language Papers Unite

A selling organization known as The German National Farm Weeklies has been formed, comprising the *Deutsch-American Farmer* and the *Freie Presse*, of Lincoln, Neb., and the *Milwaukee American* and *Haus und Bauernfreund*, of Milwaukee. Each of the publications will retain its individuality, as only the selling end of the organization will be conducted as a unit. The main office will be in Milwaukee. Paul W. and Guy F. Minnick, New York, will represent the papers in the East and John D. Ross, Chicago, will be Western representative.

H. O. Brumder is president and business manager and Irving C. Buntman is advertising manager.

### Taxicab Owners to Publish Monthly Magazine

*Cab News*, a monthly devoted to the interests of taxicab owners, will be published in Chicago, the first number appearing about May 1. Glenn H. Eddy, formerly general manager of the Maujer Publishing Company, Chicago, and with the Green Engineering Company, East Chicago, Ind., is business manager. The magazine will be the official organ of the National Association of Taxicab Owners.

## Supreme Court Decides on "Tying Clauses"

United Shoe Machinery Loses Case on Appeal—Court's Opinion Has Much Merchandising Significance—Holds That Restrictive Agreements Tended to Monopoly and Lessened Competition

AN opinion that strikes at leasing or royalty systems characterized by what are known as "tying clauses" was rendered by the United States Supreme Court on April 17 in its decision on the appeal of the United Shoe Machinery Corporation against the decree of the Federal Court in the Eastern District of Missouri.

This Supreme Court opinion, handed down by Justice Day, prevents the United Shoe Machinery company from including in its leases of machinery to shoe manufacturers its "tying clause" which in effect prohibits the lessee from using the machinery of any other corporation. The Court held that the Clayton Act would be violated by the use of these "tying clauses."

Much significance is attached to this opinion in merchandising circles. When the Clayton Act was enacted into law in 1915 PRINTERS' INK predicted that the act would finally determine whether or not the royalty or leasing system, under which system many machines designed for creative work in factory and office are marketed, was at the parting of the ways.

The decree of the District Federal Court that the shoe machinery company sought to have reversed, but which the Supreme Court sustained enjoined the use of (1) the restricted use clause in the leases, which provided that the leased machinery should not be used on shoes on which certain operations had been performed by machines not belonging to the corporation; (2) the exclusive use clause, which provided the right to cancel the lease on all machinery if the



## Announcing A New, But Proved, Sales Promotion Service



Home of the Premier  
Direct Advertising  
Service Company's  
Complete Organization.

**S**UCCESSFUL Sales Promotion calls for specialization. Specialization, therefore, forms the basis of Premier Direct Advertising Service. It has made possible our *Premier* record of achievement. It makes our predictions of what we can do for you more than mere promises. In short, it is specialization that makes Premier Direct Advertising *all that the name implies.*

But Premier Service is not merely mail promotion. It is that—and more. It fully covers all the forms included in the broad title of Direct Advertising. It embraces merchandising, marketing, sales and advertising—and the accomplishment of predetermined results.

What we have done for others will interest you. How we can turn this experience to *your* advantage will interest you even more. A member of our Campaign Council will gladly arrange for a personal conference. Or if you prefer, place your problem before us by letter.

### Premier Campaign Council

CHAS. W. KIMBLE,  
President  
J. DEAN HALLIDAY,  
Vice Pres.-Gen'l. Mgr.  
ELIZABETH FARRINGTON,  
Secretary  
E. S. BOWENSTON

*New In  
Name  
but  
Old In  
Fame*

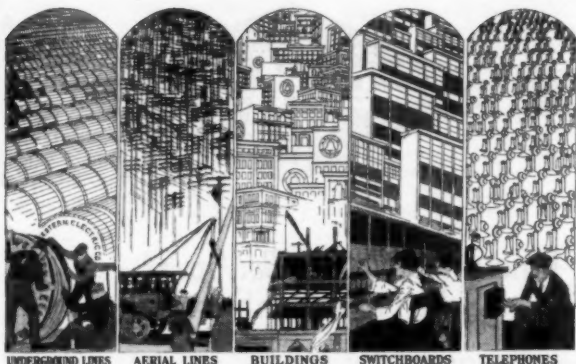
## PREMIER DIRECT ADVERTISING SERVICE CO.

COMPLETE DIRECT MAIL

ADVERTISING, SALES AND MERCHANDISING CAMPAIGNS

HOUSE MAGAZINES—HISTORICAL BROCHURES  
INSTITUTIONAL AND EDUCATIONAL BOOKLETS

Premier Building—Cleveland



UNDERGROUND LINES

AERIAL LINES

BUILDINGS

SWITCHBOARDS

TELEPHONES

## Breaking Construction Records

Since 1920, faced with the greatest demand for service in telephone history, the Bell System has surpassed all previous records for the installation of new telephone equipment. In the last two years more than 1,000,000 additional stations have been added to the system by construction. This is equal to the entire number of telephones in Great Britain.

In 1921 alone, 450,000 new poles were placed—enough to make a telephone line from New York to Hong Kong. The aerial wire put into service in the same year, 835,000 miles in all, is enough to string 60 wires on such a telephone line.

1,875,000 miles of wire, enclosed in 1,500 miles of cable, were added to underground and submarine lines in 1921. New underground duct totaling 11,000,000 feet was constructed, this representing approximately 300 miles of subway. 69 new central office buildings and important additions were completed or in progress, and new switchboards with a capacity of many thousands of connections were installed.

This equipment added to the Bell System, great though it is in volume and value, represents but a small part of the vast property which enables the telephone on your desk to give the service to which you are accustomed. And to meet the increasing demands for new service, the work of construction goes on.

“BELL SYSTEM”



AMERICAN TELEPHONE AND TELEGRAPH COMPANY  
AND ASSOCIATED COMPANIES

*One Policy, One System, Universal Service, and all directed toward Better Service*

lessee failed to use machinery of certain kinds made by the corporation; (3) the supplies clause, which provided that all supplies must be purchased from the corporation; (4) the patent insole clause, providing the use of corporation machinery on shoes worked on by other machines of the company; (5) the additional machinery clause, providing that all additional machinery should be leased from the corporation or the machinery already employed would be removed; (6) the factory output clause, requiring a royalty payment on shoes made on corporation machines, and (7) the discriminatory royalty clause, providing lower royalty for lessees who agree not to use certain machinery on shoes lasted on machines that are not corporation equipment.

In the beginning of its opinion the Court stated:

"Section 3 of the Clayton act, so far as pertinent, makes it unlawful for persons engaged in interstate commerce, in the course of such commerce, to lease machinery, supplies or other commodities, whether patented or unpatented, for use, consumption or resale within the United States, or to fix a price therefor, or to discount from, or rebate upon, such price upon the condition, agreement or understanding that the lessee thereof shall not use or deal in the machinery, supplies or other commodities of the competitor or competitors of the lessor, where the effect of such lease, agreement or understanding may be to substantially lessen competition, or tend to create a monopoly."

It was conceded by the Supreme Court that the Shoe Machinery Corporation did not act oppressively in the forfeiture clauses of the leases. The Court also admitted that the company, which is said to control 95 per cent of the shoe machinery business of the country, furnished excellent machines and service and that its patents were valid. It added:

"No matter how good the machineries of the United company may be or how efficient its service,

## Advertising Mediums

**I**N every city there are certain newspapers that have proved themselves advertising mediums. They bring results to the higher priced stores, the specialty shops and the bargain basements.

Look out for the medium that endeavors to prove its value by quoting high lights of advertising lineage. A good advertising medium pays all classes of advertisers. It represents the purchasing power of its community—ask your agency.

**Boston Globe**  
**Baltimore Sun**  
**New York Times**  
**Minneapolis Tribune**  
**San Francisco Bulletin**  
**St. Louis Globe-Democrat**  
**Philadelphia Public Ledger**  
**Des Moines Register and Tribune**

Information regarding these trade centers and trade conditions will be gladly furnished by the advertising departments of these papers.

**GUY S. OSBORN**

Incorporated

**CHICAGO**

**1302 Tribune Bldg.**

**DETROIT ST. LOUIS**  
 701 Ford Bldg. 401 Globe-Democrat Bldg.



## ENGRAVING ONE OF THE FINE ARTS

Trophy of the hunt when man lived and lost his life by that hunt, ivory was one of the prized possessions of princes. The patient skill of real craftsmen cut it to shapes that stirred imagination or perpetuated memories.

In a day when comparatively few mortals know the raw excitements or dangers of that old time, life is sustained or lost in commercial enterprise. But here, too, the engraver is called in to stimulate the mind or make record of achievements. And the skill of the engraver has multiplied, and his finest efforts form a definite and vital part of the modern hunt—business.

Since 1889 Gatchel & Manning have been furnishing equipment in the form of engravings that increase the results of man's efforts. They are constantly looking for new people they can aid.

**GACHEL &  
MANNING, INC.**  
C. A. STINSON, PRESIDENT  
**PHOTO-ENGRAVERS  
PHILADELPHIA**

it is not at liberty to lease its machines upon conditions prohibited by a valid law of the United States."

The effect of "tying clauses" in shutting off competition was given attention as follows:

"While the clauses enjoined do not contain specific agreements not to use the machinery of a competitor of the lessor, the practical effect of these drastic provisions is to prevent such use. We can entertain no doubt that such provisions as were enjoined are embraced in the broad terms of the Clayton Act which cover all conditions, agreements or understandings of this nature. That such restrictive and tying agreements must necessarily lessen competition and tend to monopoly is, we believe, equally apparent. When it is considered that the United company occupies a dominating position in supplying shoe machinery of the classes involved, these covenants signed by the lessee and binding upon him effectually prevent him from acquiring the machinery of a competitor of the lessor except at the risk of forfeiting the right to use the machines furnished by the United company which may be absolutely essential to the prosecution and success of his business.

"This system of 'tying' restrictions is quite as effective as express covenants could be and practically compels the use of the machinery of the lessor except upon risks which manufacturers will not willingly incur. It is true that the record discloses that in many instances these provisions were not enforced. In some cases they were. In frequent instances it was sufficient to call the attention of the lessee to the fact that they were contained in the lease to insure a compliance with their provisions. The power to enforce them is omnipresent and their restraining influence constantly operates upon competitors and lessees. The fact that the lessor in many instances forebore to enforce these provisions does not make them any less agreements within the condemnation of the Clayton Act."

# Keeping Down Costs Doesn't Just Happen— *it's an everlasting struggle*

Your bills will show our constant watchfulness to cut out avoidable expense, but—Never at the sacrifice of fine work.



P. J. PERRUSI

N. A. KWEIT

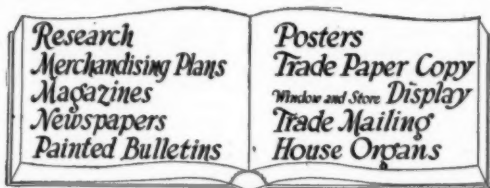
**ADVERTISING AGENCIES' SERVICE  
COMPANY** • **Typographers**

209 WEST 38th STREET, NEW YORK CITY  
Phone FitzRoy 2926-2927 Day and Night Service



## W.S.HILL Company

*Complete ADVERTISING Service*



**8 West 40th St  
NEW YORK**

**Vandergrift Bldg  
PITTSBURGH**

"Greatest first return from advertising is secured thru knowledge of human motives and impulses. Permanent gain is secured only thru satisfaction. We have the knowledge. Have you the commodity?"

—from ADRADIUM, trade mark reg.



On April the twenty-fourth, 1922  
we will occupy new and larger quarters in  
**THE WURLITZER BUILDING**  
**120 WEST FORTY-SECOND ST.**  
**NEW YORK**

Telephone Bryant 1653-7553



**The CAPITAL ADVERTISING CO.**  
of NEW YORK, Inc.

**L. STEWART BARR**  
President

**WILLIAM L. BANNING**  
V. P. and Treas.

**CHARLES J. CUTAJAR**  
2d V. P. & Gen'l Mgr.

**CARLETON C. PROVOST**  
3d V. P. & Sec'y.

**"Build on a Capital Idea"**  
**Complacency is Crutches!**

## What Shall the Selling Price Be?

(Continued from page 8)

manufacturing—cookery. It is an industry that commonly caters so carefully to the whim of the individual that a single family may—in a restaurant—place an order for chops varying in their finished form from extra rare to very well done.

Certain products do not lend themselves to standardization, and there will always be room for craftsmanship shops turning out special jobs. With these I have no quarrel, for though their processes can generally be made less costly they cannot avoid a relatively high cost of making and a high cost of selling. The man who embarks on that type of adventure cannot dodge the fact that his history may be one of large profits contrasted with discouraging losses.

But the concern that honestly wishes to build a volume business with a low selling cost must travel a narrow path. If it attempts to diversify its product beyond a certain low limit; if, organized for quantity production, it tries at the same time to meet requests for minor changes, it cannot make those economies in production that follow standardization. It will find itself in competition with both the craftsman shop and the quantity shop without the mobility and individuality of the one nor the low costs of the other.

Just recently a clean-cut instance of this came to my attention. It occurred in the automotive industry, in which, as most people know, there are concerns manufacturing certain parts that are sold to automobile manufacturers, who assemble them into cars. Some concerns turn out nothing but engines, others axles, and still others confine themselves to transmissions or steering controls or bodies. Since the market problems of these concerns are much the same, we will say that this anecdote has to do with a manufacturer of axles, although actually

it was another part. I shall use figures which, although they are assumed and so are not representative of the price of axles, bear the same relation to each other as did the actual figures. It is necessary to disguise the incident in this way so that improper information will not be given to competitive manufacturers.

### VIRTUALLY A JOBBING MANUFACTURER

This so-called axle manufacturer had, when he started, designed an axle that had some novel features. All of his production followed more or less closely to the general design. But each automobile designer had his own ideas that he wished incorporated into the axle. Usually it was a slight change of a few dimensions—perhaps an extra bolt hole. But the changes were always insisted upon. The result was that he would get one order for 50,000 axles all alike; another for 25,000 all alike, but different from the other lot. He usually had orders in his plant from ten to fifteen automobile builders, each slightly different from every other. Since he had to deliver a few hundred or a few thousand axles to each of his customers each week, he was forced to change the set up of tools on his machines at frequent intervals; sometimes several times a day. This takes a lot of time and runs the cost up to a much greater degree than any but a factory man realizes.

Under this policy, the axles had to be sold at a price averaging about \$85 each. A considerable part of this price was the expense involved by the heavy selling effort needed in order to overcome competition.

Careful study of factory operating conditions, as reflected by the cost system, showed that if the factory could confine itself to a single type of axle, its capacity would be increased and costs cut to the point where the axle could be sold at a profit for \$35—a reduction of practically 60 per cent. But how to get the customers to waive their own ideas of how an



## Paducah's Purchasing Power

Business is good in and around Paducah, Ky.

Not affected by war-time boom nor post-war reaction.

77 out of 78 factories are running. Official Census, Department of Commerce of Nov. 1, grades Paducah as leading in Kentucky in increased value of manufacturing products, payrolls and number of employees for 5-year period. I. C. R. R. shops employing 1,500 men ran 70% normal capacity, 1921. Contemplated new shops will treble number. Second largest freight yards in South. Department stores report 40% December increase. New street and sewer construction completely cover city in '22, putting considerable money in circulation. 500% increase in strawberry acreage; tobacco bringing best price in three years; City pledges \$40,000 to International Shoe Co. for another unit of present plant. Plant starts May 1. First unit, secured for similar bonus, to be paid when plant had spent million dollars in payroll,—expended \$500,000 in three years. Bank clearings \$78,000,000 against \$10,000,000 in 1910. Bank deposits \$9,000,000 against \$3,000,000 in 1910.

Write for The Sun's Survey of its trading territory, just published.

## The Paducah Evening Sun

Paducah, Ky.

Foreign Representatives  
ALCORN-SEYMOUR CO.

Marquette Bldg., Chicago, Ill.      Marbridge Bldg., New York City

axle should be made, so that all would be satisfied to use the same axle? Would the new low price do it?

One of the principal executives—in the manufacturing end—decided to find out, so he shoved the sales department to one side, and with nothing but cost sheets called upon five of his customers. With the cost sheets he demonstrated just how he would be able to turn out a standard axle at so low a price without skimping either workmanship or material.

He talked with the chief executive in each concern. Usually the designer of the car was called in rather early to show why his pet design was worth \$50 more on each car. The case was never decided for the designer.

The axle man went home with orders for standard axles from all five. His sales department within a month has sold the factory capacity for nearly a year ahead—on the standard axles.

### CURIOSITY OF AN EXECUTIVE

It is not always the customer's whim that makes the price too high. Sometimes a highly standardized product is standardized wrong. I know the president of a big concern—whose duties are supposed to be with the financial side—who at intervals calls for the specification sheets and asks of each item listed as going into the product: "Why are you here? Wouldn't the product be just as good without you?"

In the recent highly competitive market, he was studying the specifications of work trousers that sold for \$3. He checked everything that goes into them; but he stuck at the waistband. If you will look at the trousers you have on, you will see that the waistband is a separate piece of cloth sewed to the rest of the garment at right angles to the direction of the rest. It is apparent that a great deal of labor could be saved if the waistband could be eliminated.

This man decided to find out about it, but no one could tell him anything except: "It is necessary to have a waistband. Trousers

# GRIFFIN & JOHNSON, INC.

## ADVERTISING

350 MADISON AVENUE - NEW YORK



UNDER this firm name, HENRY F. GRIFFIN and C. HALDANE JOHNSON have opened offices to conduct a general advertising agency business.

It is the purpose of GRIFFIN & JOHNSON, INC. to specialize in personal service, with a competent organization of experienced men.

During the past ten years the members of this firm have been responsible for agency service on more than 25 of the better known national advertising accounts, including the following lines of business:—

<i>Automobiles and Motor Trucks</i>	<i>Optical Goods</i>
<i>Automobile Tires and Accessories</i>	<i>Paints and Varnishes</i>
<i>Banking and Financial</i>	<i>Phonographs and Records</i>
<i>Building Materials</i>	<i>Pianos and Organs</i>
<i>Business Papers and Social Stationery</i>	<i>Publishers' Promotion</i>
<i>Electrical Apparatus</i>	<i>Railroad, Steamship and Travel</i>
<i>Food Products</i>	<i>Real Estate</i>
<i>Insurance</i>	<i>Shoes and Leather</i>
<i>Iron and Steel</i>	<i>Soaps and Soap Powders</i>
<i>Milk Products</i>	<i>Toilet Goods and Cosmetics</i>

TELEPHONE VANDERBILT 0486

# Correction Notice

The statement made in our advertisement in **PRINTERS' INK** of April 6 on page 183 that the **JOURNAL** of the American Bankers Association is a gift publication and is sent free to every bank in the United States is erroneous.

The **JOURNAL** is not a gift publication but is actually paid for on a legitimate subscription basis and it is sent only to those banks that subscribe and that pay for it. As soon as a subscription expires the sending of the magazine is stopped.

The following is taken from the By-Laws of the American Bankers Association, Section 9:

**"The annual dues of members that do not subscribe for the official publication shall in each case be \$2.00 less than the amounts here above specified."**

Far from being a gift publication sent free to every bank in the United States, many banks subscribe for more than one copy, several banks subscribe for six copies in order that executives may promptly have the benefit of the magazine. One bank subscribes for forty-seven copies. Outside the small complimentary list from which no publication is ever free, there are no gift copies. The total circulation of the **JOURNAL** of the American Bankers Association is 25,333.

## COAST BANKER

576 Sacramento Street  
San Francisco, California

615 Citizens National Bank Building  
Los Angeles, California

always do." It was suggested that they strengthened the garment, but tests disproved it. Samples of waistband-less trousers were made up and the salesmen were instructed to show them side by side with the regular style at fifty cents a pair less. No extra selling effort was necessary, for it was found that the price sold them. There is no new sales resistance, for about the only people who know that pants have waistbands are tailors. This plant kept busy on the new style full time, while many of its competitors shut down.

I can name a little knitting mill that is never short of orders and the profits of which are, year in and year out, about the same as those of other mills with three times the production. Perhaps you think that this is due to making an unusually fine product. On the contrary. The mill does what any underwear man will tell you can't be done. It makes a single style of garment; a man's cotton, medium-weight union suit, with full-length legs and sleeves. Its competitors commonly make from 300 to 600 items of all weights, full sleeve, half sleeve and sleeveless, full and half-length legs, for men, women and children.

The single type of garment simplifies production so that the cost is astonishingly low. This manufacturer is looked upon in the trade as a cutthroat competitor who does not know his costs. The truth is that he knows his costs so thoroughly that in the old days when he, too, was trying to do practically a made-to-order underwear business, he was able to forecast from his cost sheets just how much standardized production would reduce his costs.

It is utterly impossible to study this question of price intelligently without definite knowledge of manufacturing costs. The cost figures must do more than show what an item actually costs. They must be gathered in such a way that the effect on cost of any change in machine activity or of manufacturing policy can be accurately forecast.

A discussion of cost-finding methods would be out of place

## WIGGINS Peoples Book Form CARDS

MADE BY

Master Engravers

WHEN good business cards cost so little and mean so much in making good impressions, why be satisfied with anything less than the highest quality?

Wiggins Book Form Cards are made by master engravers. They are cards that bespeak refinement and good taste. They come in book form, in leather binders with an edge that detaches smoothly—always clean, always neat.

Write today for specimen tab and further information.

THE  
JOHN B. WIGGINS COMPANY

Established 1857

1105 South Wabash Ave.  
705 Peoples Gas Bldg.  
Chicago, Ill.

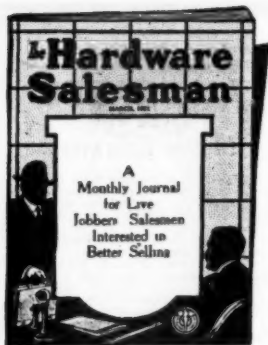


in New York



But —

in New  
Orleans  
it's the  
Item



## For Jobbers' Salesmen Only

A "how-to-sell-more-specialties" magazine that speeds up distribution in the hardware field. Read AT HOME by nearly every live jobber's salesman. Most of these men pay for it out of their own pockets. The others have it sent to them by their house, WHICH ALSO PAYS FOR IT.

Jobbers' salesmen WILL get behind your product and push it. Readers of "The Hardware Salesman" are now pushing dozens of specialties which they have learned how to sell from advertisements in this magazine. These salesmen call on 16,000 dealers every day!

If the live jobbers' salesmen in the country are not pushing your specialties as you would like them pushed; if they do not know the "key" argument to use on the dealer; if they do not know about the advertising co-operation that you are giving them and the dealer helps that you will furnish to their customers, don't blame the salesmen—**BLAME YOURSELF**. You can do this educational work easily, quickly and inexpensively through "THE HARDWARE SALESMAN."

Rates and Sample Copy  
Upon Request

### THE DARTNELL CORPORATION

Publishers also of "Sales Management" Magazine, The Dartnell Monthly Sales Service, etc.

1801 Leland Ave., Chicago  
342 Madison Ave., N. Y. City

here, but there are two qualities of a cost system that should be mentioned, for they are of fundamental value in determining sales policies.

First, the overhead expense cannot be lumped for the business as a whole and spread over the output on *any* basis. Overhead must be gathered for each department and charged only to those items of the product that are operated upon in that department.

Here is what happened when that was *not* done in a cotton mill which spun yarn, sold some of the yarn and wove the rest into cloth. The salesmen succeeded in putting this argument over on the management:

"You are handicapping us in selling yarn by including a part of the plant overhead expense in its cost. Competition is very close on yarn and you ought to give us the very lowest price possible. You have to make yarn anyway to use in the cloth, so it is not fair to charge overhead to it. We have less acute competition on cloth, so why not charge all of the overhead to it and relieve the yarn?"

The management doubtfully gave in to the sales department, until a year or so back, when it installed a cost system that gathered the overhead by departments. Then it was found that the practice had caused them to sell yarn at a net loss, and by making cloth carry too much overhead had reduced its volume of sales.

The fallacy might have been apparent if the management had figured how much the total overhead of the business would have been reduced had it discontinued the yarn-making departments and bought all of the yarn needed for weaving, from the outside.

Correct selling prices for any product can be arrived at only when all proper items of cost are included—and no others.

In order to be an instrument with which to prophesy the effect of changed policies, the cost system must gather information in such a way that the actual overhead—and, in some cases, labor



Home of The Daily Argus

*Daily  
Average  
Net Paid  
Circulation for  
March, 1922,*

**8,442**

*Westchester County's Greatest Advertising Medium*

# The Daily Argus

MOUNT VERNON, N. Y.

An Evening Newspaper that goes into more than 8,000 homes daily, is popular with every member of the family and is

## A Model Home Newspaper

On April 6th and 7th, The Daily Argus published more than 1,200 different advertisements acknowledging the popularity of the paper as a powerful medium to reach all the people.

## The Only Newspaper Printed and Published in Mount Vernon

Established 1892

Foreign Representative  
GEO. B. DAVID & CO.  
170 Madison Avenue, New York City

STILES & MERRIAM,  
Proprietors

## Applying Logic to the Advertising of Radio Equipment!

Radio Equipment is natural merchandise for the Electrical Dealer. It is his knowledge and service that insure its proper sale and distribution to the public. Amateur dealers won't do.

**ELECTRICAL RECORD** reaches the buying dealers and is used by them as a source of information for purchasing.

So, to manufacturers of Radio Equipment—their sales and advertising executives and agents—we say: "Do not overlook the electrical dealer and the—"

### *Electrical Record*

*"The Trade Paper for the Radio Industry"*

461 Eighth Avenue, New York, N. Y.

All manufacturers of Radio Apparatus are included in the Classified Index which appears in every issue of the **ELECTRICAL RECORD**

Member Audit Bureau of Circulations  
and Associated Business Papers.

The Gage List of Electrical Buyers contains the names of Jobbers and Dealers in Radio Equipment.

and material—can be compared with the normal cost.

When, in bad times, a plant is operating at only half of its normal capacity, the overhead expense seldom drops off in proportion. If the total overhead is then spread over the actual production, the cost will rise. Obviously, if the selling price is set to get back the actual cost plus a profit—or perhaps even the cost alone—it will be so high that no orders can be gotten. That would give the ridiculous result of quoting a higher price when business is bad and when nothing but a lower price will be effective. Of course, all business men realize the condition, but commonly they cut the price by guess, which is unsafe. They might just as well have a cost system which will eliminate guesswork, and tell them exactly what their costs will be for any volume of production.

With such a system, each unit of product will bear only its normal share of overhead. This, in dull times, will leave an unabsorbed overhead, or, as it is called, "a loss due to subnormal operation." But in good times the actual overhead per unit will be less than normal and the deficit will be made up by "profit" due to super-normal operation.

Of course no cost system will enable a concern to operate successfully when every month shows a loss, but it should show the way to get a business out of the doldrums by telling just how much the price can be cut and still reduce losses.

The concern that works on a wide margin of profit may be able to muddle through without a cost system; but the one that wants to control its market by means of a policy of low price must have one that is not only accurate but quick to show changes in operating conditions. A slight upward surge of costs may wipe out a narrow margin if the executives are not promptly warned of the trend. But the benefits that come from a low-price policy more than offset the possible dangers.

It is my firm opinion that every manufacturer can improve his

---

Communicate with us by **RADIO**

Post, Telephone, Cable or Telegraph



136 Liberty Street, New York

'Phone Rector 7889-1-2

Cable "Flallad" Radio Department

---

## The Atlanta Journal

Atlanta, Ga.

Government circulation statements, March, 31st.

	Daily	Sunday
1922	63,733	90,510
1921	59,485	81,869
Gain	4,248	8,641

No prize contest. No free insurance. No reduced R. F. D. rates. Five cents Daily; ten cents Sunday.

*Advertising in The Journal Sells the Goods*

## Sales and Advertising Director

A trained executive with 20 years' practical experience in the manufacture and sales of merchandise. A man who understands from personal experience the interdependence between the sales, manufacturing and financial executive functions. A man who can build a thoroughgoing, well founded policy and train others to use it promptly and effectively.

Experienced as executive in Shop System, Costs, Advertising, Sales—both domestic and export, as Plant Manager and as Manufacturing Director of a group of large factories.

Not afraid of real work or a long, hard pull. Young enough to have enthusiasm and speed. Old enough to know by experience. Address "R. C.," Box 271, care of Printers' Ink.

## SALESMEN

Printing and Lithograph men who care to make a long jump forward by helping to create and sell Dealer Helps and Display Advertising in addition to paper, ink and presswork can reap the benefit of this opportunity by qualifying immediately.

There is an opening for two progressive salesmen who can properly view the requirements of large advertisers and help solve their many problems.

To fill this capacity you must have a good knowledge of advertising. You will have complete co-operation on creating selling ideas, sketches and all manufacturing details will be handled in faultless fashion, backed by a strong financial organization which will increase your business and double your earnings without extra effort on your part.

Nothing but an average following and real advertising salesmanship required.

A confidential interview can be arranged by addressing a line or two to "P. H.," Box 279, care Printers' Ink.

position if he will thoughtfully consider this question of price. He will find that somewhere between bare cost and all the traffic will bear there is a price—and it will generally be found close to cost—which is low enough to keep the plant busy to capacity, and to discourage competition, and yet high enough to make the adventure in manufacturing attractive.

As we have seen, prices that are now high can usually be cut to this new price by one or more of the following methods:

1. By reducing the cost of selling. Frequently, the low price will automatically do this by making the product more attractive to buyers.
2. The low prices attract greater volume, making the overhead cost per unit less.
3. By eliminating wasteful methods of manufacturing.
4. By standardizing the product and thus getting the economy of quantity production. Low price is frequently more attractive to buyers than the gratification of their whims for individuality.

### James Rotto Heads Direct Mail Organization

James Rotto, formerly with the New York American and the Peck Advertising Agency, New York, has been elected president of Hirsch & Rotto, Inc., direct-mail advertising, New York.

### E. W. Hinckley with New Retail Journal

E. W. Hinckley has joined the advertising staff of *Profitable Retailing*, recently established, Chicago. He was formerly with the International Trade Press, Chicago.

### Art Service Organized by Casper Emerson

Casper Emerson, formerly art director of the U. S. Printing & Lithograph Co., has organized an art service under the name of the Emerson Studios in New York.

### Arthur Hirshon with Federal Advertising Agency, Inc.

Arthur Hirshon, for five years with The George L. Dyer Company, New York, has joined the Federal Advertising Agency of New York.

UNITED STATES GOVERNMENT  
NAVY DEPARTMENT  
(BUREAU OF NAVIGATION)

*awards*

ALBERT R. BOURGES  
(*Bourges Service, Inc.*)

**T**HE exclusive right of limited reproduction *in full color* of ten selected paintings of Heroic Deeds, never before reproduced. (Nine are of dramatic incidents in the last war, and one in the first war in which our Navy was engaged.)

Every school, every college, every national institution and every private home, should have a set. These sets have been selected by the government as illustrating in the most authentic and realistic way, actual incidents, and represent the broadest step our government has taken in the direction of authentic historic illustrations. Each reproduction has the official approval of the United States Government.

Under certain restrictions, reproductions of these subjects, individually or collectively (in different sizes), may be used in national campaigns, in books, histories, on calendars, or as inserts, where proper dignity and record are maintained.

*Full information will be given to worthwhile inquirers*

ALBERT R. BOURGES  
*Publisher*

Office FLATIRON BUILDING - Plant 100 W. 21st St.  
NEW YORK CITY

ASHLAND 7052



**WANTED—****LITERARY EDITOR**

to edit magazine part of Sunday edition of German language daily in Middle West. Man with experience as art and musical critic preferred. State former occupation and salary expected. Address "F. M.," Box 274, care of Printers' Ink.

## Composing Room Superintendent

We have an opening for a first-class Composing Room Executive who would like to connect with one of the largest printing houses in Canada. We need a man who is thoroughly experienced in the highest class of book, catalogue and advertising printing, to take complete charge of this department. We are running an open shop. No trouble whatever. This is a splendid opportunity for the right man. If satisfactory arrangements made would be willing to pay moving expenses.

Please write full particulars of past experience and salary expected to "D. C.," Box 278, care Printers' Ink.



# BERRIEN COMPANY

INCORPORATED

## Advertising

Telephone : Murray Hill 7367  
19 W. 44th St., New York

## The Sign of Breeding in Seeds

D. M. Ferry & Co., Detroit, are an old established seed house and as such feel entitled to build their advertisements around the idea of dependability and reliability. Current newspaper copy is headed "When you buy seeds you buy a promise," above which are two pen-and-ink illustrations, one showing the familiar rack for seeds in front of a store and the other two gardeners discussing their growing garden crops across a picket fence.

The main part of the advertising copy reads as follows:

"A seed keeps its promise at harvest time. If tomatoes marked Earliana mature purple, roughly shaped—or so-called 'Golden Bantam' turns out to be horse corn—then you know that you failed to buy pure-bred seeds. You can no more get blue-ribbon crops from poor seeds than you can breed Jerseys from scrubs. Nature simply will not work that way. Blood will tell—invariably, in garden seeds. Plant Ferry's.

"Exceptional quality is bred into Ferry's Seeds. This up-breeding of vegetables and flowers has made Ferry's Seeds the first choice of the amateur and professional gardener for 60 years.

"The grandparents of the Ferry's Seeds you buy are the pick of the Ferry 600-acre Stock Seed Farm and Trial Gardens. Here is constant checking for productivity, color, flavor; here are made exacting comparisons with high standards; imperfect plants are ruthlessly uprooted. Nothing but the very finest seeds of every variety are kept."

## Publicity Appropriation for Salt Lake City

The Salt Lake City, Utah, Commercial Club has made an appropriation of \$7,500 for advertising the scenic, industrial and agricultural opportunities offered by Salt Lake. Twenty newspapers will be used. The territory covered will extend from Denver, Colo., east to the Atlantic, and from Canada to the Gulf.

## Foreign Advertising for Prophylactic Tooth Brushes

The Florence Manufacturing Company, Florence, Mass., has placed its advertising account for its "Prophylactic" tooth brush in the British Isles with the Paul E. Derrick Advertising Agency, London, and in Switzerland with the Max Dalang Company, of Zurich.

## W. F. Born Becomes Manufacturer's Agent

W. F. Born, formerly with the Farrar Advertising Company, Pittsburgh, has resigned to become a manufacturer's agent, with office in Philadelphia.

# The Attractiveness of your Catalog

will be increased by

## DEJONGE ART MAT

*A Distinctive Coated Paper*

IT BRINGS out every detail of the illustration, and is so beautiful in appearance that it produces accurately the distinction and quality of your merchandise, or the aspects which make the merchandise salable.

DEJONGE *Art Mat* is a dull-coated paper that prints type and illustrations with an even effect on every page and in every copy. Ink never spreads on DEJONGE *Art Mat*. Many printers find that it decreases the cost of make-ready.

Many of the finest *automobile, hardware, furniture, jewelry, department store, and shoe catalogs* have been printed on this paper. It is also being used with great success in *architectural and real estate publicity*. The finest *bank brochures* have been printed on *Art Mat*.

*Whether you need a circular or a catalog, ask your printer about DEJONGE Art Mat. If he cannot supply you, ask us.*



**LOUIS DEJONGE & CO.**



69-73 Duane Street New York

**Population 66,138 Trading Centre for 150,000**

Brockton, Massachusetts. The Great Shoe City. Brockton shoes 18,000,000 people. Paper established 1880.

## Brockton Daily Enterprise

**Printing 21,000 Daily**

Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements



**CANADIAN ADVERTISING**

CALL IN

**SMITH, DENNE & MOORE**

TORONTO

MONTREAL

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., DOUGLAS TAYLOR, Manager.

Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building. CANADIAN Office: Lumsden Bldg., Toronto, H. M. TANDY, Manager.

London Office: 233 High Holborn, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmarire, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line. Minimum order \$2.75.

JOHN IRVING ROMER, Editor  
FREDERICK C. KENDALL, Managing Editor  
JOHN ALLEN MURPHY, Associate Editor  
ROY DICKINSON, Associate Editor  
R. W. PALMER, News Editor

## EDITORIAL STAFF:

Roland Cole Albert E. Haase  
Roy W. Johnson E. B. Weiss  
C. B. Larrabee

Chicago: G. A. Nichols  
D. M. Hubbard  
London: Thomas Russell

NEW YORK, APRIL 20, 1922

## Advertising and the Ex- cess Profits Tax Repeal

In 1919 and 1920, when the business interests of this country were investing more in advertising than ever before, the charge was frequently bandied about that manufacturers were diverting their profits to advertising channels so as to escape paying the excess profits tax. PRINTERS' INK frequently rebutted these accusations. We took the stand that the amount of money put into advertising to dissipate excess profits was very small and that if this form of taxation were abolished it would have small effect on advertising appropriations.

When these statements were made the tax still existed and so we had to deal entirely in prophecy. Now, however, since the excess profits tax law has

been repealed we are better able to see clearly just what influence it had on advertising volume. Exactly as we had anticipated, the advertising effect of the abolition of the tax has been nil. We were glad to read a statement by Gilbert Kinney, vice-president of the J. Walter Thompson Company in the April number of the news bulletin which that company issues, which strongly corroborates our own views. Says Mr. Kinney: "One hears very frequently these days the remark that now excess profits taxes have gone, advertising appropriations will be smaller."

"The impression seems to have grown quite general that a great many firms advertised because they found they could create goodwill largely at the Government's expense."

"There may have been some small percentage of advertising due to this, but it was a very small percentage, and in our own volume an entirely negligible one. As very definite indication of this, although the change in the tax situation is effective January 1, 1922, the appropriations of our clients for 1922 are larger than they were for 1921."

"As a matter of fact, advertising seems to have come in for a more sincere appreciation by manufacturers at the beginning of this year than any previous year. There was free spending during the boom years, but today there is a close scrutiny of all expenditures and anything but free spending, so that increased appropriations are a real tribute to advertising as a selling force. Also we see many manufacturers who are this year for the first time using advertising."

"Of ten accounts for which I have seen the complete appropriation figures for 1922, there is only one that is spending less money than in 1921. One client is spending \$50,000 more than last year; another client \$100,000 more; another client \$400,000 more, and so it goes."

"The reason for these increased appropriations is due primarily to two causes.

"With some advertisers where the appropriation represents a fixed percentage of the sales, increased sales this year automatically write an increased appropriation.

"With others, they are due to the fact that more highly competitive conditions have put a greater premium on the advantage of identified trade-marks and consumer demand."

Mr. Kinney's observations as to the tendency of advertisers to increase their appropriations since the abolition of the excess profits tax is in line with reports that PRINTERS' INK is getting from other agencies and from advertisers.

We cannot get away from the fact that advertising expenditures and sales figures are likely to run pretty close together. Advertising appropriations climbed to such huge proportions in 1919 and 1920 for the simple reason that the country's sales then ran higher than ever before. When business fell off in 1921, advertising also fell off in sympathy. And now that business activity is vigorously on the upgrade, we find that likewise the volume of advertising is climbing upward. A chart measuring the country's business transactions for the last ten years would almost parallel a chart measuring the nation's advertising activity for the same period. After all, most advertisers prefer to get their advertising by taking a percentage of their sales. It would perhaps be a wiser course for them to look upon advertising as an insurance against declining sales. That is the way the Eastman Kodak Co., Coca-Cola Company, Victor Talking Machine Company and Wm. Wrigley Company have attained their advertising eminence. If necessary they increase their appropriations when sales are falling so as to put the sales volume back. Many advertisers, though, decrease their advertising when sales are declining and increase it when sales are increasing. Excess profits tax or no excess profits tax, we may, therefore, expect to find advertising and sales working as a team. They rise and fall together.

### **Penalizing the Sales Force for Idle Machinery**

The marketing manager of a firm making automobile parts, painfully conscious of the fact that sales had slipped, nevertheless gasped with astonishment when at the factory he observed the number of costly machines standing idle. Talking with the plant superintendent, he was informed that prices would have to advance unless orders increased—because factory prices were based on full-schedule production.

"Your department ought to be charged with the rent of these machines," caustically remarked the factory man. And this remark set the sales manager thinking. The result was that instead of making an immediate price change he decided to charge each sales territory with its *pro rata* share of the rent for idle machinery—deducted from the net profit of each salesman's annual volume. The salesmen kicked, as salesmen will. But gradually they came to appreciate the logic of the plan and redoubled their efforts to reduce the handicap of rent for idle equipment.

Manufacturing costs are usually determined in their relation to annual production figures. Any diminution of sales, therefore, increases the unit of cost, because factory and administrative overhead, depreciation, interest on investment, etc., continue whether machines are busy or idle. A price that nets a profit with the factory operating at full speed means a prohibitive loss when the factory operates at half time.

Penalizing the sales force for idle machinery is a graphic method of stimulating sales to the point of profitable production.

### **Building or Grabbing a Market?**

The chairman of the board of directors for a great British industry was in this country recently to make arrangements for entering the American market. He talked with advertising agents and a number of candidates for the presidency of the American cor-

poration. For the latter position a man was chosen who emphasized the point that a permanent market should be built slowly. The Englishman said that there seemed to be too much of a tendency on the part of some of the candidates to urge a quick "clean up" instead of a slow and gradual building. "When we invest capital in new fields," the visitor said, "we try to look ten or twenty years ahead and to build with the distant future in mind. Many men here seemed to think this an old-fashioned attitude, and urged a far different course. They spoke of 'grabbing' the market. Is that a general attitude in America?"

In the pre-war days the grabbing attitude was not nearly so marked as it has been since. Such houses as Colgate, Studebaker, Tiffany, Steinway and a host of others have been consistently building markets based on goodwill over a long period of time. Consistent advertising has played a large part in their building. But within the last few years there has grown up, in all countries probably, the type of firm that wishes to grab, to "get theirs while the getting is good." They have seen fortunes made quickly and they want to get theirs that way.

The man who promotes a company organized solely for quick profit, with no consideration or thought of service; the manufacturer who shows fine samples and then delivers inferior goods, the man who makes wild claims in his advertising that he has neither the capacity nor intention of fulfilling, are trying to grab something to which they are not entitled. They need to be reminded again that it is impossible to put over a commercial lie on the American people and make it stick.

A large New York advertising agency recently threw out a big account emanating from a man who believed more in grabbing than in building. The agency is representative of many others that are continually doing the same thing. There is no permanency in the man who wants to grab off a quick profit. Every in-

dividual or company that aids and abets him in his mistaken idea of American business will share in his inevitable failure.

### **Six Men Out of Seven in Employment**

A shrewd New England executive has a plan that has worked well in his own organization, and which has a broad general application because it is founded on a sound principle of economics. Realizing that the prosperity of any industry depends upon the purchasing power of the average man's dollar, he did not wish to make a general and drastic reduction in the wages of all his employees.

They were men whose value to his firm and thus to business as a whole varied in proportion to their individual efforts and ability. Yet the needs of his business required that costs of production be reduced. Having made all the economies possible in the technical and mechanical departments of his business, it was still necessary to reduce costs. So he put the matter squarely up to his employees. There were, for example, thirty-five employees in one particular department. After a conference it was decided that one out of every seven men whose services could best be dispensed with would be released and their work taken over by the remainder, each of whom would do a little extra work to help maintain the wage level.

The plan worked well in the one department and was expanded to include the whole organization. The employees themselves, together with the management, decided which individuals were best fitted to continue in employment. The result has been an organization every part of which is on its toes—working, producing and earning high wages. Each man, having a part in the plan, is putting forth his reserve of intelligent effort in his daily work and thus earning enough money to buy the products of other men.

Spencer Young has left the E. Katz Special Advertising Agency to join the advertising sales department of Rand, McNally & Co., in New York.

# Leaders of Men

**I**N a total enrollment of Cadets at the United States Military Academy at West Point about 40% had been members of the Boy Scouts of America. Almost 50% of the Officers of the Corps had had Scout Training.

At the United States Naval Academy at Annapolis over 38% of the Midshipmen and approximately 50% of the Midshipmen Officers of the Regiment had been members of the Boy Scouts of America.

These are the boys who "come through." They are the type who read **BOYS' LIFE**, the Boy Scouts' Magazine. In every community these boys by their devotion to Scout Training today, are preparing themselves for the leadership of the men of tomorrow.

And "tomorrow" they will be the mainstay of your market—the leaders who will influence the purchase of every product in their community.

The time for you to advertise to them is *today*—the most formative period in their whole lives. The impressions made on them now will stay with them through manhood.

***BOYS' LIFE** is published by The Boy Scouts  
of America for All Boys*

**BOYS' LIFE**  
THE BOY SCOUTS' MAGAZINE

200 Fifth Avenue  
New York, N. Y.

203 So. Dearborn Street  
Chicago, Ill.

## Bookleture



**B**EST teller, best-seller is bookletruth.

We endow selling argument with telling fascination. Writing, illustrating, printing.

**SAMSON SERVICE**  
Strength in the Art of Advertising  
Continental Trust Bldg. Washington D.C.

## COMPOSITORS

One of the largest and most progressive firms in Canada, doing the highest grade book and color work, has openings for an artistic job compositor, also makeup man. We are running open shop, forty-eight hours. Pleasant working conditions. Will pay highest wages to the right men. Every opportunity will be given for advancement.

To men who are looking for a good, steady position with good prospects for the future, this is an exceptional opportunity. Reply, giving full particulars, to

"B. E." Box 277, care of  
Printers' Ink

## House Magazines

3,000 for \$134



Pocket-size, 3 1/2 x 6 1/2 inches, cover in two colors, individual name, 12 pages of reading matter by William Feather. Your advertising appears on cover pages and on 4-page section in center.

We edit and print  
**HOUSE  
MAGAZINES**  
in three standard sizes, and have basic prices in quantities from 1,000 to 25,000. A high-grade service used by 30 different companies. No salesmen; no contracts. Write for samples.

**The William  
Feather Co.**  
605 Caxton Building  
Cleveland, O.

## Piggly-Wiggly Advertises' Advent into New York

In a half-page newspaper space on Monday in New York the Piggly-Wiggly stores announced their advent into New York. An outline of a bird's-eye view of a typical Piggly-Wiggly store had most of the space in this advertisement. An explanation of the Piggly-Wiggly method followed this picture in these words: "It's simple. You help yourself. Every article has a price tag in plain sight. You take the groceries you want and your purchases are wrapped and paid for as you leave. Handy baskets are provided for your convenience in carrying your purchases to the checking counter."

A brief history of Piggly-Wiggly stores is also given. On this subject the advertisement says: "The first Piggly-Wiggly store was opened in September, 1916, at Memphis, Tenn. This store, during its first six months, did three times the business that the same store under the old method had done in the same location in its best six months' period. And there was a saving of \$1,755 in the cost of doing business. Under the old method the store had done a total business of \$34,500 in six months at an expense of \$5,175, while the Piggly-Wiggly self-service method did a volume of \$114,000 at an expense of only \$3,420. The customers, of course, benefited by this tremendous saving."

"During the past five years thirty-eight Piggly-Wiggly stores have been established in Memphis (a store for every 4,200 persons) and a total of over 600 stores in 200 different cities throughout the country, principally in the South and Middle West, doing a business of \$60,000,000 a year."

Thirteen stores in New York and vicinity are listed.

## David J. Gillespie with Nast Organization

David J. Gillespie has joined the Condé Nast organization and will cover the Philadelphia and Southern territory for *House & Garden*. He formerly covered this same territory for *Harper's Bazar* and prior to that was connected with *Country Life*.

## Detroit Weekly Establishes Chicago Office

The *Detroit Saturday Night* has opened an office in Chicago with Lewis V. Hohl in charge. Mr. Hohl was formerly with the J. Roland Kay Company, Chicago advertising agency, and with Sears & Irving, Chicago publishers' representatives.

Harold N. Loeb has become a member of the copy department of Keeler & Hall, advertising agency, Cincinnati. J. J. Marx has joined this agency as sales representative. Both men were at one time in the advertising department of The Monitor Stove Co., Cincinnati.

## FIRST QUARTER 1922

All Boston papers gained, indicating good business in New England. The best record was made by the

## BOSTON EVENING TRANSCRIPT

Its gain in total advertising was 12%—the largest of any paper.

Its gain in National advertising was 29%—again the largest.

Its gain in Classified advertising was 13%—the largest of the established Classified mediums.

In total of all Advertising the Transcript is first among strictly evening Boston papers.

In total of Classified advertising the Transcript is first among weekday papers, and second including seven day papers.

The reason for this remarkable record is that the Transcript has been published with the same high ideals, in fact by the same family, for almost a hundred years.

Such consistency has given the Transcript a great hold on Boston.

---

CHAS. H. EDDY CO.

*National Advertising Representatives*

New York

Chicago

Boston

## The Little Schoolmaster's Classroom

THE Schoolmaster likes to have his reflections on the conduct of affairs of the world confirmed by the judgment of seasoned observers. Thus it is that he reads with satisfaction the editorial from the New York *Herald* quoted below, which appeared two days after the Schoolmaster had given his hearers the benefit of his attendance upon the play "To the Ladies." Is it entirely strange for the present writer to imagine that the *Herald* editorial is from the pen of Edward Page Mitchell himself, the veteran *Sun* editor, who traces his lineage to the times of Dana?

"President Vincent, of the Rockefeller Foundation," says the *Herald*, "suggests that the great trouble with the American business man is that he talks shop all the time, feels that the weight of the world is on his shoulders, and rather needs the development of a sense of humor."

"There is a good deal in this. If some business men could attain to a sense of humor which would enable them to see themselves as they really are, much of the shop talk would disappear. We should hear less of the lingo, the cant phrase, of men who think they are talking business. We should see less of the pose which goes with that sort of talk."

"As that very sensible business man, E. N. Hurley, recently said, business men have fallen into the habit of going through useless motions. They spend on the dictation of comparatively useless letters time which should be employed in seeing that their factories are turning out product. They employ in so-called conferences the hours which ought to be devoted to the main purpose of business, which is selling goods."

"The fashion of holding long luncheons at which business men hear about the ills of Europe, the Value of Co-operation, etc.—and then go sleepily back to the office—is one of the things that put the

weight of the world on the poor business man's shoulders. His mind wanders to the currency problems of Esthonia at a time when it should be fixed on the hardware needs of the Mississippi Valley.

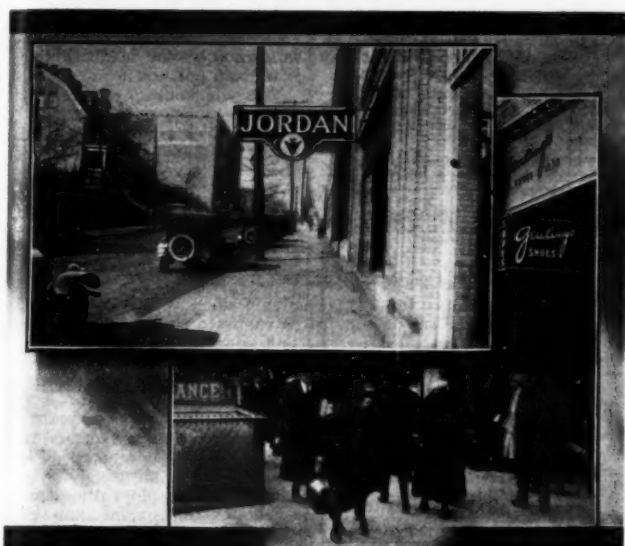
"So far as humor in the ordinary sense is concerned, your business man has enough of it. Those 'conferences,' which keep earnest men with business proposals sitting in the reception room, are too often taken up with the recital of experiences in golf and hooch. There are some very efficient conferences, of course; those at which the material men were fixing prices until Sam Untermyer stopped them must have been models of direct action."

"What the business man needs is plain, old-fashioned business in office hours and some kind of recreation after the day's work is done. Humor itself is not necessary to enjoyment. Some temperaments find the most pleasant reaction in gloom. A genuinely tired business man scarcely could find anything more soothing, beside the evening fire, than Thomas Hardy's fine description of Egdon Heath."

"Perhaps a hobby is better than humor. A hobby can be anything so long as it diverts the brain from tiring or unpleasant courses. A banker may be a fisherman; a fish dealer may collect coins. A furniture manufacturer may find solace in writing a novel, while the weary novelist refreshes himself in amateur cabinet work. This week in Paris an anonymous American paid \$39,000 for a postage stamp. If he is a business man he is undoubtedly confident that he will get \$39,000 worth of comfort out of the pasteur."

\* \* \*

"It is high time someone started an Association for the Prevention of Cruelty to Coupons in Advertising," remarked a member of the Class, who culti-



## FLEXLUME SIGNS

Help Dealers Turn  
Publicity into Sales

**M**ANY large advertisers have found in Flexlume Electric Signs the missing link between publicity and sales—advertising “sells” people on the product. Flexlumes at the dealers’ doors show them where it can be bought.

With their raised, snow-white glass letters, Flexlumes are day signs as well as night signs. They have greatest reading distance, lowest upkeep cost, most artistic design.

*Let us send you a sketch showing a Flexlume to meet the needs of your business*

**FLEXLUME CORPORATION**

32 KAIL ST. BUFFALO, N. Y.

LETTERS OF  
RAISED SNOW-  
WHITE GLASS



*Flexlumes—Electric signs made only by the Flexlume Corporation*

## The Retail Coalman

A Consolidation of The Retail Coal Dealer, The Coal Man and The Inland Operator.

The Only National Retail Coal Publication in North America Specializing on the Problems of the Retail Coal Merchant.

1535 MONADNOCK BLOCK, CHICAGO, ILL.

## American Lumberman

Est. 1873.

Chicago

The Largest Paid Circulation in the Lumber Field.

MEMBER A.B.C.

## THE HOTEL BULLETIN

A monthly hotel magazine with a national distribution.

Purchasing power of readers is many millions.

Best producer in the hotel field.

Agency business solicited.

BEN. P. BRANHAM, Editor  
951-957 Insurance Exch., Chicago

## PETROLEUM AGE

Including PETROLEUM

The leading journal of the petroleum business in extent and character of circulation, and in editorial interest.

28 E. Jackson Blvd. Chicago

Eastern Office: 56 West 45th St., N. Y.

Semi-Monthly—Member A. B. C.

## Direct Mail Advertising

Reduces cost of selling.

POSTAGE MAGAZINE published monthly, tells how to write Sales-Producing Letters, Circulars, Booklets, House Magazines. Current copy 25c. Send \$2.00 for 12 months' subscription.

POSTAGE, 18 E. 18th St., N. Y.

## THE AUTOMOBILE TRADE OF NEW YORK

and how to reach it 100%. Repair Shops. Service Stations. Fleet Owners. Accessory Dealers—all of this great Metropolitan Trade, the wealthiest market in the world. Drop me a line for information.

FRANK M. DAMPMAN

98 Park Place, New York City

vates the habit of sending for such booklets and samples as will be posted by the manufacturer if name and address are supplied.

"As you know, I go in for this coupon thing quite extensively. The booklets are invariably interesting. I have a little library of them.

"But not more than one coupon out of fifty is at all practical. I marvel at the shortsightedness of the advertiser who slips into some corner a tiny little affair not much larger than a postage stamp upon which the individual is supposed to write his full name and address. It can't be done.

"And I believe I know the reason for the error. Advertisements are made up, as a rule, much larger than they finally appear. The coupon, sketched in on these dilated layouts, seem large enough for all purposes. It is the reduction that does the damage.

"Better no coupon than something in miniature that tries people's tempers. I have made a collection of coupons and the percentage of those that fall under this head is larger than you might suppose. Give us more practical advertising coupons, with plenty of room for people who are not by nature miniature painters."

\* \* \*

## MEAT PACKING

A Five Billion Dollar Industry

Census of 1920 shows

Annual value of products, \$4,246,299,000

Annual cost of materials, \$2,774,501,000

Number of packing establishments, 1,905

(Does not include 4,000 firms manufacturing by-products, whose source of supply is the packing plant.)

Think of the machinery, equipment and supplies needed to carry on this industry.

The HEADS of the packing houses read THE NATIONAL PROVISIONER. There is your REAL BUYING POWER—the men who control expenditures.

THE

## NATIONAL PROVISIONER

407 So. Dearborn St.

Chicago, Ill.

# "GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

## Printing Specialty Salesman Wanted

One of the largest printing plants is seeking the services of a Specialty Salesman that is in close touch with National advertisers using large quantities of booklets; also Manufacturers who use large quantities of color work, especially labels.

We are equipped to produce this class of work at a very economical cost and in unusually large quantities.

To the man who has these qualifications our proposition will be unusually attractive.

Do not answer unless your past activities have been identified with this class of trade.

All communications will be treated confidentially.

**Address "T.D.", Box 272  
care of Printers' Ink**

# BENNETT

ADVERTISING ILLUSTRATION



FRANCIS I. BENNETT  
INCORPORATED  
266 FIFTH AVENUE—NEW YORK

## EVENING HERALD

LEADS ALL LOS ANGELES  
DAILY NEWSPAPERS IN TOTAL  
PAID CIRCULATION.

Government statement for six  
months ended March 31, 1922

average **146,233** daily

### Representatives:

New York: Chicago:  
H. W. Moloney G. Logan Payne Co.  
604 Times Bldg. 432 Marquette Bldg.

## Cheaper 2-Color Printing

For long runs of two-color two-  
side catalog and book work, use  
a machine built for the purpose.

We have for sale surplus capacity of new  
Cottrell web rotary magazine press, de-  
livering sheet 24 1/2 in. x 35 1/4 in. Finest  
color work at cost far below any flat-bed  
equipment. Investigation would cost  
nothing and might save you a lot.

Address "R," Printers' Ink

## Sell to ST. LOUIS

And Its Famous  
150-Mile Radius

Globe-Democrat

Largest Daily Circulation  
of Any St. Louis Newspaper

The following letter, in response  
to some Classroom remarks is  
self-explanatory:

THE NATIONAL INFORMATION BUREAU  
INC., NEW YORK CITY

March 29, 1922

MY DEAR MR. SCHOOLMASTER:

So much of your article in **PRINTERS' INK** for March 23 is a demonstration of the necessity for the work of the National Information Bureau that I am a little sorry that you felt like adopting a rather sneering tone about the Bureau in your opening paragraphs.

One of those paragraphs would indeed make us pretty hot if it did not reflect a little lack of familiarity with the history and purpose of charity endorsement work. I know you believe firmly in the Better Business Bureaus which, as I understand it, attempt to discourage dishonesty in advertising. I am sure you recognize the necessity for credit bureaus which attempt to discourage dishonesty and malpractice in ordinary buying and selling. There is just as much need for credit information in the field of philanthropy, where a billion dollars more or less is spent every year in this country, and the Bureau is primarily an attempt to supply that sort of information. The fact that it is not itself commercial, but is organized on a co-operative basis, may perhaps expose us to that attitude of amused tolerance which a good many business men take toward social organizations of any character, but it should not blind an editor of your own experience and acumen to the real significance of its work.

I should like mighty well to have a chance to talk with you for twenty minutes or even half an hour about the Bureau. I don't want to ask you for anything, not even a somewhat fairer postscript to your article, but I do want an opportunity to clear up in your mind a misconception which I think would vanish if I could put the facts before you.

Sincerely yours,  
EDDIE SMITH,  
Acting Director.

\* \* \*

The Schoolmaster's attitude in the matter is not one of antagonism toward The National Information Bureau, but toward the conditions which make such an organization possible. It is a fine

## LAYOUT MAN

One of the largest printing houses in Canada has an opening for a good layout man with experience in handling the highest class work. Splendid position with good salary and every opportunity for advancement to the right man. Apply, giving full particulars in first letter, to "A. F.," Box 276, care of Printers' Ink.

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commentary upon the acumen of the modern business man when he needs an organization with a salary roll of \$26,297.94 and total disbursements of \$43,154.76 (according to the auditor's report for the year ending September 30, 1921) to protect him against unworthy assaults upon his sympathy or his credulity. That the Bureau does a great deal of meritorious work for the money it receives, there is no doubt whatever. But it is work that ought to be entirely unnecessary; and the Schoolmaster believes it could be made unnecessary if business men would exercise only ordinary business caution in lending their names to the promoters of such enterprises.

### Fred L. Hall Represents Lorenzen & Thompson Papers

Fred L. Hall is now representing Lorenzen & Thompson, Inc., newspaper representatives, in San Francisco, Seattle and Portland. T. F. Magrane, manager of the Los Angeles office of Lorenzen & Thompson, Inc., handles the lists of Western newspapers represented in San Francisco by Fred L. Hall.

Mr. Hall has been appointed to represent the Albuquerque, N. M., *Herald*; Tucson, Ariz., *Star*, and the Omaha, Neb., *Bee*, on the Pacific Coast.

### Woolworth Going Ahead

Without the influence of Easter to boost its March sales this year, the F. W. Woolworth Co. increased its sales last month by \$5,688 as compared with March, 1921. Total sales for the month this year were \$11,847,125.

The first quarter of the year yielded sales of \$31,463,145, which is a gain of 7.32 per cent over a year ago.

Is Your  
Sales  
Department  
Producing?

What You May  
Need is a New  
SALES  
EXECUTIVE

A vigorous young sales manager who can inject new life into your organization—a real producer who can analyze markets, originate sales plans and carry them thru successfully—whose record proves all this—will shortly be available.

Address "J. P." Box 288 c. o. Printers Ink

## FOREIGN LANGUAGE NEWSPAPER ADVERTISING

A pioneer in the field. Serving advertisers and agencies for 38 years. Estimates and information given without obligation.

**ALEXANDER WOLSKY, Inc.**

Publishers' Representatives

110 West 40th St., New York Bryant 6181

**\$25,000.00**

### And the RIGHT Man

who is familiar with advertising and the publishing business can become interested in a successful and well-established specialized business, the output of which is sold from coast to coast by department and book stores. Principals only need apply. Address "D. S.," Box 275, care of Printers' Ink.

## TO PUBLISHERS:

We offer in Chicago Territory representation that gets new accounts and holds old ones.

**BREADY, BRADSHAW & SCANLAN,**

Room 312, Ceylon Building,

208 North Wabash Ave., Chicago, Ill.

## FOR SALE

Physical Culture Correspondence  
School of National Reputation

Excellent standing

Only \$3000 cash required

Address "B. O.," Box 273,  
care Printers' Ink

## Arkin Cuts for every purpose

**\$1 FREE** Big cut book—chock full of ideas—hundreds of cuts that help sell goods. Send \$1 for book—this \$1 is credited on first \$3 cut order.

Arkin Advertisers Service, 422 S. Wabash Ave., Dept. 15, Chicago



## Mail Order ADVERTISING

### NEW RATE BOOK—FREE

Rates for display and classified advertising in all leading dailies, weeklies, monthlies, including foreign languages. Rate book mailed free and no advertiser will call unless you request. Write or call 20 E. Jackson Blvd., CHICAGO, or 220 West 42d St., NEW YORK.

**SCOTT & SCOTT**

## Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost fifty-five cents a line for each insertion. No order accepted for less than two dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Monday Morning

### BUSINESS OPPORTUNITIES

#### ASK FOR YOUR

copy of Harris-Dibble Bulletin.  
297 Madison Avenue, N. Y. C.  
It presents some good publishing opportunities.

**500 Things to Sell by Mail**—Remarkable publication. Workable suggestions. Loose-leaf, cloth binder. Prepaid \$1.00. Walhamore Company, Lafayette Building, Philadelphia, Pa.

#### FOR SALE

Pocket-size retail trade paper; susceptible great expansion; owner has other interests. Price \$600. Box 918, Printers' Ink.

#### Addressograph Wanted

Electric power ribbon printer. Also other equipment. Box 919, care of Printers' Ink.

#### 2 Artists

Specialists in Illustrating, Designing and Lettering. Will make reasonable arrangements with several responsible clients for spare-time work. Box 890, P. I.

#### Printing Plants and Businesses

Bought and Sold  
Printers' Outfitters  
CONNER, FENDLER & CO.  
New York City



For your house-organ. Pen drawings 2 inches square, \$1.00. Clean-cut, well-drawn illustrations for your magazine at a very low price. Try one. You will like it. Box 999, Printers' Ink.

#### PARTNERSHIP

Mechanical Engineer having Public-Service Proposition which enters entirely new field wishes to associate himself with advertising man able to finance and handle advertising end. Thorough investigation invited. Box 901, Printers' Ink.

#### ADVERTISERS

Fully equipped agency can render complete advertising service to firms not able to maintain their own department. Specialize in successful financial and direct-mail copy. Reasonable terms for high-grade work. Free analysis of your merchandising problems. Curran-Murray Service, Auburn, N. Y.

**Established English Language Weekly** in Mexico City about to incorporate its interests, has an excellent opportunity for an experienced man who is capable of acting as editor-publisher and take a small financial interest in the company. Address Publisher, The Mexico Times, Apartado Postal 597, Mexico, D. F.

#### PRINTING AT COST

City printer with efficient small plant, all new automatic presses and excellent composing room, desires from house using large quantity of printing a loan of \$8,000; secured by mortgage on entire plant; loan to be returned by production of printing at cost, based upon an approved schedule; monthly volume may be twice the sum credited to loan. Box 893, Printers' Ink.

#### A HIGH-GRADE DRUG TRADE SALES FORCE AT YOUR SERVICE

I have 10 high-grade salesmen now covering the New England States, New York, New Jersey, Pennsylvania and Ohio. I want another line or a specialty to keep them busy. My co-operative group offer sells merchandise. What have you to sell? Address Jock McIntyre, care of Pond's D-I-G-E-S-T-A-N-S, 13th St. & 9th Ave., New York City.

#### HELP WANTED

**Wanted**—Advertising Manager for large instalment furniture store. Good opportunity for right man. State experience, and salary wanted. Box 914, Printers' Ink.

#### World's Fastest Selling Auto Accessory!

County distributors wanted; write today. G. L. W. Spring Oil Co., San Diego, Cal.

**Wanted**—Advertising Manager, either man or woman, for large department store, big Southern city. State experience, and salary desired. Box 913, Printers' Ink.

#### CAN YOU QUALIFY?

Wanted by one of the largest Independent Producers, Refiners and Marketers of Petroleum Products, marketing a high-grade trade-mark brand of lubricants; Sales Executive to take charge of sales promotion work and advertising; must have had experience and past records must have shown results; real executive position for a "Go-Getter." Do not hesitate; reply will be absolutely confidential. Reply to Box 880, P. I.

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**NOW READY!** Samples—prices—propositions. Everything in advertising—extra complete line. Straight commissions. Territory assigned in order. Crystal Advertising Co., Zanesville, O.

**Business Manager**—Prominently successful evening newspaper in one of New England's prosperous cities offers an attractive opportunity for right man. Give full particulars of your experience and name salary expected. Box 916, Printers' Ink.

**An Assistant Editor** is wanted for old-established business publication located in New York. Education, ability to write, and experience in editorial work will be determining factors in making a selection. A good salary to start and a splendid opportunity to advance is offered to the right man. Box 900, P. I.

#### ATTENTION, SALESMEN

We have a copyrighted line of Calendars, Greetings, Mailing Cards, Blotters, Fans, Novelties, Leather and the Dow Pencil with a sales force covering the U. S. A few desirable territories are open. If you are a producer, apply to Sales Manager, Louis F. Dow Co., St. Paul, Minn.

**SALESMEN**—We are increasing our sales organization. Splendid opportunities for road salesmen who have had experience in the following lines:—Advertising, Advertising Signs, Calendars or Photographic Supplies. Only men who have good selling records considered. We are an old concern with a nationally established name. Give complete information in first letter. Box 909, Printers' Ink.

**Circulation Manager** wanted by mid-Western morning paper of 10,000 circulation. Position will be open in September; will pay \$3000 to start to a man who is thoroughly trained in circulation management. Only a man who can give best of references, who is thoroughly grounded in the business, who can operate the department economically and who can sell a newspaper without catch-penny schemes is wanted. The salary will be increased without question when results are produced. Field is good for 15,000. Box 882, P. I.

### WANTED

#### A \$5,000 to \$10,000 Man

By established house, for 14 years producing highest type cardboard advertising signs.

Territory open for high-class salesmen of proven ability. Only experienced men with sales records need apply. Write giving full information, etc.

THE STEINAU CO., 110 W. 34th St., N.Y.

**Salesman** wanted for New York City and the Middle West to sell Al advertising specialty—None but Live Wire need answer—Wonderful opportunity for a good hustler. Box 912, P. I.

**WANTED—AT ONCE**—Assistant to Sales-Advertising Manager; large New York apparel chain-store organization. Requirements: Age, 25 to 30; clean record, which will prove up on quick investigation; experienced and accurate in sales statistics analysis; above-par ability as correspondent and house-organ writer; fair knowledge of newspaper advertising detail, printing, engraving, etc. To receive consideration, state full particulars in first letter, including salary required. Give phone number. Address: Box 886, Printers' Ink.

**Young Man** to assist busy executive in small agency. His equipment must include a good knowledge of the fundamental principles of advertising. He must know typography, layout, and should be able to write copy. Above all, he must have an active, creative and imaginative mind, plenty of initiative and unquestionable capacity for hard work. Beginners will be considered only if they have had some experience, be it advertising or some other line of endeavor. Applicants should state completely their education, qualifications, religion, age, references and salary requirements. Write Box 917, P. I.

### SALES MANAGER

A client of ours, a large and well-established manufacturer selling their products direct to the consumer through their own representatives, wants a capable and experienced man to supervise their selling organization. One who has the experience to manage and direct several thousand representatives and who is looking for an unusual opportunity is the man wanted. In applying, give full details of your experience, state age, salary expected, etc. Address

"SALES MANAGER," CARE OF

GUENTHER-BRADFORD & CO.  
(ADVERTISING AGENCY)

7 South Dearborn St., Chicago, Ill.

### PUBLICITY MAN

#### Salary Over \$12,000

Not an advertising specialist, but a convincing public speaker, to represent a business association before executives and the public.

University graduate preferred, age 35 to 45, with ability to win confidence both in himself and the cause he represents. Should be now earning not less than \$12,000.

In reply state age, education, outline of entire business experience, responsibilities and salary. Box 897, care of Printers' Ink.

## MISCELLANEOUS

## FOR RENT

Large, light and airy studio suitable for artist and all artistic works. Apply I. Schmukler, 80 North Avenue, New Rochelle, N. Y.

## WANTED

A Hoe Quad press printing eight-column 12½ cms in width, by 21 inches in length. Box 881, Printers' Ink.

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firm for many years can take additional work. High-class; prompt delivery, close co-operation. STRYKER PRESS, Washington, N. J. Phone 100.

**FOR RENT**—Congenial quarters attractively furnished in artist's private house, East 48th St. Either 4 individual rooms, all large, light, \$40, \$50, \$60 a month. Or 2 suites each having 2 rooms, bath, kitchenette and 2 fireplaces, \$90-\$110. Vanderbilt 9182.

## Used Postage Stamps

From Newfoundland

I offer you my savings of several years of the stamps of this old land in either large or small lots. Please state needs and bids. Reference, U. S. A. Consul here.

Perle Johnson, Box 1182,  
St. John's, Newfoundland (not Canada)

## For \$16.80

Your one-inch display goes in 210 Country weeklies, 100 N. Y., 47 Pa., 10 Conn., 53 N. J. Copy must come one month in advance C.W.O. Sales letters \$5 each. Lists for entire U. S.

## LAWRENCE F. DEUTZMAN

Syndicate Advertising

507 Fifth Avenue, New York

## ADVERTISING MEN

and sales managers like THE PRINTING ART (100-page monthly magazine 9¼x12¼) for its most unusual exposition of interesting writing-selling principles and illustrated constructive criticism of current advertising. Printers, art directors and students admire its beautiful specimens of commercial art (full pages in color). Those subscribing in April will receive a complimentary booklet "Elements of Successful Copy" (just out) by Robert Ruxton. Money refunded in three months if not satisfied. Order today—pay bill when rendered. Subscription, \$4.00: Canada, \$4.50. Published by The University Press, Cambridge, Mass.

## POSITIONS WANTED

Progressive young man, 28 years of age, with 12 years' experience in newspaper advertising work, seeks connection in foreign or local advertising department of daily paper. Can be interviewed at National Advertising Convention in Milwaukee. Best of references as to intelligence, industry, integrity and general qualifications. Box 889, Printers' Ink.

Young man with practical advertising, printing and straight selling experience. High school graduate; excellent references. Phone Riverside 1349 or Box 904, Printers' Ink.

**All-Around Agency Man**—Knows how to get business; and how to take care of it. Asset to small progressive Agency or manufacturer. For interview address Box 902, Printers' Ink.

Young woman, high-class secretary and advertising assistant, wants Chicago or N. Y. connection. Eleven years' successful experience. Executive ability. Box 885, Printers' Ink.

**Re-Write Man Wants Part-Time Work**—Publicity—Pep Stuff—Sales Letters. Now assistant editor of an automotive trade journal. Address Box 920, care of Printers' Ink, today.

**Young Man (24)** with practical knowledge of publishing from the editorial, advertising and mechanical ends. Well versed in the economics of promotion work. Box 894, Printers' Ink.

## LETTERER AND DESIGNER

has about 10 to 15 hrs. per week open for high-class agency work.

A. H. S., 241 Fifth Ave.  
Madison Sq. 2118

**Advertising Assistant**, 24, thorough knowledge of production; can letter, design, make layouts and knows type; conscientious worker; opportunity primary. Box 908, Printers' Ink.

**Pittsburgher**—Experienced advertising man, wants to represent several established, non-conflicting Trade publications. Send sample, details on circulation, rates, etc., to Box 911, P. I.

## ADVERTISING SALESMAN

10 years' experience on two N. Y. newspapers. Would like to join staff of progressive trade publication. Commission. Highest references. Box 907, care of Printers' Ink.

**Commercial Artist**—Experienced in layouts, sketches and finished work, specializing in figures, decorative compositions and design. Thorough knowledge of photo-engraving. A practical, experienced man for Printing House, Agency or Publication. Box 892, Printers' Ink.

## Wants Middle West Connection

Either as Art Director, Agency or Direct-Mail Service, or Asst. Advg. Mgr. Principally automotive experience. Creative and executive ability. Age 28, single. Now engaged in New York. Box 884, Printers' Ink.

## Can a New York Agency Use

A university student of advertising who has proved his ability to write strong copy that is theoretically correct, and who is now ready for practical work and development.

He prefers a place where initiative, resourcefulness and the acceptance of responsibility will be an advantage.

He is a Christian gentleman, 37 years old, ready to prove on a modest starting salary. Address Box 887, Printers' Ink.

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**Young Advertising Man**—Age 25, graduate university advertising course; knowledge of copy, layout and engravings; several years' experience; desires connection in progressive organization. Box 905, Printers' Ink.

### Advertising Assistant

Young college man with two fruitful years of copy, production, direct-mail. Not an "expert"—but you might be glad you wrote him. Box 906, P. I.

**Technically trained young man**, 20, wants to get into advertising in New York City. Many capabilities. Box 899, care of Printers' Ink.

### A Trade Paper Man

with a successful record of 15 years, desires to represent one or more meritorious publications in the Middle West. If you want a live man and a top notcher in this game, reply immediately. Address Box 895, Printers' Ink, Chicago Office.

### I HAVE PRODUCED ORDERS

for nine years as salesman and sales manager. Am getting business today.

Wish to enter the agency field in New York and will start near the ground at a moderate salary.

Twenty-nine and married.

What can you offer to determined ambition?

Box 910, Printers' Ink.

**ARTIST**—Who has for a number of years successfully run his own studio, offers his services on a half-day basis. Good in figure work, designs and in the production of well-proportioned layouts; also has the ability to visualize and execute high-grade advertisements, booklets, folders, etc. Intimately acquainted with the work of other artists. Box 898, Printers' Ink.

### Advertising Manager

All-around experience in field work, selling by mail, originating merchandising plans, editing retailer and salesmen house-organs, and in general advertising and sales promotion work. Age 34. Married. College graduate. For best of reasons desires a new connection with an agency or manufacturer. Go anywhere. Box 891, Printers' Ink.

### Newspaper Owners Attention

Have you an opening for a general or business manager of strength and dignity who is seeking to escape the limitations of present position? A man eminently qualified to take a second or third paper in a field and put it out in front or to develop a property that is not paying maximum returns. An irreproachable business and personal record backed by pleasing personality and thorough knowledge of the newspaper business. Would start as low as \$45.00 to demonstrate ability. Box 888, Printers' Ink.

### WE CONNECT THE WIRES

**MACHINERY** advertising manager of "very sound judgment," after six years with big manufacturing concern, is ready to direct the marketing of a technical product. "Has had a wide experience in this line and has always made good for his employers." Age 43, asking \$5,000, no restrictions. Our No. 1169.

**FERNALD'S EXCHANGE, INC.**

THIRD NAT'L BLD'G., SPRINGFIELD, MASS.

**Advertising Man**—Versatile writer, 8 yrs. publishing, 2 yrs. advertising experience. Understands plans, copy, layouts, house-organs. Available on short notice. Box 903, P. I., Chicago Office.

**5 years' success as Advertising Manager** for gas engine and largest light railway motor car factory. Built mail-order catalogues, folders, ads. Five years ran own variety store. Want chance to work into real job. Any opening welcome. Age 34. R. I. Sawyer, Fairmont, Minn.

**EDITORIAL WRITER**—Man of ripe experience has good reason to desire change in position. Has been on editorial staff of several of the leading papers of the West and Middle West. Best of references both as to personal character and ability as a writer. Address H. W., Box 915, Printers' Ink.

### AVAILABLE—

Qualified advertising man will consider position on national or sectional account as manager or assistant. Now connected but willing to sacrifice for permanent position in which loyalty and hard work will succeed. Married; 29. Go anywhere. Box 883, Printers' Ink.

**Young Chicago printer** who knows advertising from the standpoint of production—layout, paper, engraving and electrotyping methods—would be a valuable asset to any advertising department. Experience: advertising typographer, foreman, estimator and service man. Box 896, P. I., Chicago office.

### Binders for Printers' Ink

\$1.00 Each, Postpaid

**PRINTERS' INK** binders will hold an average of ten copies each. Figure five binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book, with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with Interlaken book cloth; lettered in gold.

**PRINTERS' INK PUBLISHING CO.**  
185 Madison Avenue . . New York

# Table of Contents

NEW YORK, April 20, 1922

What Shall the Selling Price Be?.....	William R. Basset	3
Paper Industry Reports Year of Progress.....		10
Marketing a Wholly Different Food Product through Grocers....	Roland Cole	17
How to Obtain Dependable Business Research.....	Ernest S. Bradford	25
Selling Flowers by the Garden Full.....	James True	33
The Receiver's Views on "Be-driven Copy".....	Roy W. Johnson	41
Resourcefulness Supplies Continuity in Illustration.....	W. H. Heath	49
Backing Up the Package with Advertising.....		57
Safe Dealer Gets Bankers' Aid in Sales Campaign.....	Roy Alden	62
How a Mail-Order Concern Can Build a Local Business.....	G. A. Nichols	65
Manufacturers Join in Advertising Fine Box Stationery.....		73
Book Publishers Find Co-operative Advertising Copy Theme.....		81
Sales Contests and Intensive Dealer Drive That Put Franklin through the Slump.....		89
Does Consolidated Ticket Office Best Serve Traveling Public?.....	J. G. Condon	97
What the Genoa Conference Means to Business.....	J. A. M. de Sanchez	103
Reaching the Man Who Reads as He Runs.....		117
Dealer Ads That Capitalize the Dealer's Viewpoint.....	A. H. Redfern	125
Finding New Market Outlets for California Raisins....	Harry W. Helferich	133
Four Adjustment Letter Secrets.....	J. T. Bartlett	141
What Manufacturers May Do to Help Their Dealers.....	S. C. Lambert	153
Is It Better to Concentrate on One Line or Handle Several?.....		161
Editorials .....		182
Advertising and the Excess Profits Tax Repeal—Penalizing the Sales Force for Idle Machinery—Building or Grabbing a Market?—Six Men Out of Seven in Employment.		
The Little Schoolmaster's Classroom.....		188

# Outdoor Advertising

NATION-WIDE

**110,000,000  
CIRCULATION**

## **FLEXIBLE CIRCULATION**

—Whether the market be a neighborhood or the nation, units of Outdoor Advertising can be selected to concentrate the advertiser's message on that market—one of 12 advantages of

## **OUTDOOR ADVERTISING**

**Thos. Cusack Co.**

### **CHICAGO**

HARRISON  
LOOMIS &  
CONGRESS STS.

### **NEW YORK**

BROADWAY  
FIFTH AVE.  
AT 25TH ST.

BRANCHES IN 45 CITIES OPERATING IN OR  
REPRESENTING OVER 8,500 CITIES AND TOWNS

## Tribune Growth Breaks All Circulation Records

Seventy-five years ago, plans were being considered for the inauguration of The Chicago Tribune. At that time its circulation was nothing.

Three-quarters of a century of constant growth finds The Tribune with the greatest circulation in its history. It has the largest morning daily circulation of any newspaper in America, with an average for six months of almost 500,000. The Sunday Tribune has maintained an average for six months of more than 825,000, and has far more circulation in Chicago and suburbs than any other Chicago newspaper, morning, evening or Sunday, as well as the greatest total circulation.

For ten years, The Tribune has submitted every six months a statement of its circulation to the United States Government. The current statement, covering the period from October 1, 1921, to March 31, 1922, shows an increase of 126 per cent Daily, and 172 per cent Sunday since 1912.

### Statements to the Government Show Tribune's Steady Circulation Growth

Average for Six Months Ending	Daily Exclusive of Sunday	Sunday Only
Sept. 30, 1912.....	220,500	304,325
March 31, 1913.....	245,449	363,119
Sept. 30, 1913.....	253,212	366,918
March 31, 1914.....	261,278	406,556
Sept. 30, 1914.....	303,316	459,728
March 31, 1915.....	326,897	534,848
Sept. 30, 1915.....	354,520	558,396
March 31, 1916.....	359,651	585,934
Sept. 30, 1916.....	392,483	619,023
March 31, 1917.....	395,442	645,612
Sept. 30, 1917.....	381,675	614,418
March 31, 1918.....	367,798	606,111
Sept. 30, 1918.....	410,818	633,315
March 31, 1919.....	424,026	693,895
Sept. 30, 1919.....	424,588	666,496
March 31, 1920.....	420,703	732,606
Sept. 30, 1920.....	437,158	711,254
March 31, 1921.....	460,739	787,952
Sept. 30, 1921.....	483,272	801,881
March 31, 1922.....	499,725	827,028

## The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

The Tribune's BOOK of FACTS on Markets and Merchandising will be sent to any selling organization requesting it on business stationery.

NEW YORK  
512 Fifth Ave.

CHICAGO  
Tribune Bldg.

LOS ANGELES  
Hoas Bldg.